

Environment, Development and Transport Committee

Date: Friday, 11 November 2016

Time: 10:00

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

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

Membership

Mr M Wilby (Chairman)

Mr R Bird

Mr A Boswell

Ms C Bowes

Mr C Bremner

Mr J Childs

Mr S Clancy

Mrs M Dewsbury

Mr T East

Mr C Foulger

Mr B Iles

Mr T Jermy

Mrs J Leggett

Mr G Plant

Mr J Timewell

Mrs C Walker

Mr A White

There will be a break from approximately 10:50am until 11:20am to allow attendees of the meeting to attend the Norfolk County Council Act of Remembrance, which is taking place at 10.55am in the Marble Map area of County Hall.

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

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

Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.

A g e n d a

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

2. To confirm the minutes of the meeting held on 14 October 2016

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3. **Declarations of Interest**

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

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

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

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

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

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

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

5. **Public Question Time**

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Tuesday 8 November 2016**. For guidance on submitting public question, please view the Constitution at www.norfolk.gov.uk or visit:

www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee

6. Local Member Issues/ Member Questions

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Tuesday 8 November 2016**.

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

8. Broadband and Mobile Phones – update from Member Working Group **Page 13**

A report by the Executive Director of Community and Environmental Services

9. Better Broadband for Norfolk Programme update **Page 16**

A report by the Executive Director of Community and Environmental Services

10. Street lighting update **Page 20**

A report by the Executive Director of Community and Environmental Services

11. Norfolk Energy Futures **Page 32**

A report by the Executive Director of Community and Environmental Services

12. Performance management **Page 38**

A report by the Executive Director of Community and Environmental Services

13. Risk management **Page 49**

A report by the Executive Director of Community and Environmental Services

14. Finance monitoring **Page 61**

A report by the Executive Director of Community and Environmental Services

15. Update on the following Offshore Windfarm Proposals: Norfolk Vanguard and Hornsea Project Three

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A report by the Executive Director of Community and Environmental Services

16. Forward Plan and decisions taken under delegated authority

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A report by the Executive Director of Community and Environmental Services

Group Meetings

Conservative	9:00am	Conservative Group Room, Ground Floor
UK Independence Party	9:00am	UKIP Group Room, Ground Floor
Labour	9:00am	Labour Group Room, Ground Floor
Liberal Democrats	9:00am	Liberal democrats Group Room, Ground Floor

Chris Walton
Head of Democratic Services

County Hall
Martineau Lane
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NR1 2DH

Date Agenda Published: 03 November 2016



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Environment, Development and Transport Committee

Minutes of the meeting held on Friday, 14 October 2016 at 10am in the Edwards Room at County Hall

Present:

Mr M Wilby - Chair
Mr R Bird
Mr A Boswell
Ms C Bowes
Mr B Bremner
Mr J Childs
Mr S Clancy
Mrs M Dewsbury
Mr T East

Mr B Iles
Mr T Jermy
Mr M Kiddle-Morris
Mrs J Leggett
Mr G Plant
Mr M Sands
Mr G Timewell
Mr A White

1. Apologies and Substitutions

- 1.1 Apologies were received from Mr C Foulger (Mr M Kiddle-Morris substituting) and Mrs C Walker (Mr M Sands substituting).

2. Minutes

- 2.1 The minutes of the meeting held on 16 September 2016 were agreed as an accurate record and signed by the Chairman, **subject to an amendment** to paragraph 10.2.3, to read:

Discussion was held over the potential impact on other areas of the County and possible safety mitigation measures which may be needed in these areas. "Mr Jermy spoke up on this matter for his local community".

3. Members to Declare any Interests

- 3.1 No interests were declared.

4. Urgent Business

- 4.1 The Chairman asked the Committee to delegate permission to the Chairman and Vice-Chairman to sign off the County Council's response to the Breckland Local Plan once finalised.

4.2.1 The Committee **AGREED** to delegate permission to the Chairman and Vice-Chairman of the Environment, Development and Transport Committee to sign off the Breckland Local Plan.

4.2.2 The Chairman agreed to send a copy of the plan to Committee Members when complete, and invited Breckland District Councillors to stay behind after the meeting if they wished to discuss this matter.

5. Public Questions

5.1 One public question was circulated; this was a supplementary question from Mr Robinson arising from the question he had asked to the previous Committee meeting on the 16 September 2016. Please see appendix A.

6. Member Questions / Issues

6.1.1 Cllr Strong attended the meeting on agreement of the Chairman to speak in support of a petition raised by one of her constituents.

6.1.2 A local resident had collected 1,599 signatures in response to the worsening traffic problems at Cherry Tree Corner, the junction of the B1105 and A148 which linked King's Lynn and Cromer and was a main route in North Norfolk.

6.1.3 The petition was supported by Wells Town Council and 11 parishes which interacted with the junction: Holkham, Warham, Binham, Wighton, Walsingham (Little and Great), Hindringham, Houghton St Gile and the three Barshams.

6.1.4 Cllr Strong reported that gridlock and long queues at the busy junction resulted in drivers taking risks and accidents, resulting in concerns for driver safety and impact on the local economy.

6.1.5 Residents and adjoining parishes were petitioning for a system to be designed to increase traffic flow and safety at the junction and reduce accidents, preferably a roundabout as previously favoured by Norfolk County Council, or by another means.

6.2 The Committee **AGREED** to accept the petition.

6.3.1 The Chairman confirmed that the result of the petition would be reported back to the Committee.

6.3.2 Cllr Strong noted that Cllr Fitzpatrick had a divisional interest and had voiced support to improvements in the junction.

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

7.1 There were no updates or feedback from member working groups or bodies.

8. Finance Monitoring

- 8.1 Members considered and **NOTED** the report introduced by the Finance Business Partner for Community and Environmental Services reflecting the forecast outturn position for the services from Community and Environmental Services relevant to the Committee. The Committee considered and **NOTED** the current risks to the budget highlighted in the report.
- 8.2.1 During discussion the following points were raised:
- 8.2.2 The Finance Business Partner for Community and Environmental Services agreed to provide a detailed breakdown of the income and expenditure related to transport services.
- 8.3.1 Discussion was held around the cost to the Council of concessionary fares, which were partially paid by central Government, and whether in light of recent changes seen in Government these could now be fully funded.
- 8.3.2 The Committee **AGREED** that the Chairman write to central Government seeking for concessionary fares to be fully funded by Government.

9. 2017-18 Budget and Medium Term Financial Planning 2017-18 to 2018-19

- 9.1 The Committee received the report providing an update on the Council's budget setting process, and details of the actions required by Service Committees to enable the Council to set a balanced budget for 2017-18.
- 9.2.1 During discussion the following points were raised:
- 9.2.2 Following a query about the consultation into Town and Parish Councils' Council tax percentage increases being "capped", the Executive Director of Community and Environmental Services clarified no freeze grant was available for Norfolk County Council.
- 9.2.3 A request was made for additional cost factors to be shown separately for clarity in future reports.
- 9.2.4 The Executive Director of Community and Environmental Services clarified that the Autumn budget statement from the Chancellor was due in November, and the final settlement letter was due to be received around the end of December; this would show the final grant settlement for NCC.
- 9.3.1 The Committee **NOTED** that the Council's budget planning includes an assumed increase in council tax of 2% for the Adult Social Care precept, and an inflationary increase of 1.8% in 2017-18;
- 9.3.2 The Committee **RESOLVED TO AGREE** to recommend to Policy and Resources Committee the use of the £4.6m 2016/17 transitional grant monies to help ameliorate the level of savings required in 2017/18;

- 9.3.3 In order to help close the 2017-18 budget gap:
The Committee **RESOLVED TO AGREE** the proposed new savings for 2017-18, for consultation where necessary;

10. Annual Local Levy Setting for the Regional Flood and Coastal Committees

- 10.1.1 The Committee received the report by the Senior Flood Risk Officer giving background on the Regional Flood and Coastal Committees (England and Wales) Regulations 2011 and the annual Local Levy.
- 10.1.2 Mr Bird gave overview on the Regional Flood and Coastal Committees (RFCCs):
- There was no Council representative on the Northern RFCC;
 - Cllr Long was the Council's representative on the Central RFCC;
 - Mr Bird & Cllr Castle were the Council's representatives on the Eastern RFCC;
 - There was a rolling plan of projects, which had now been extended to cover 6-10 years;
 - £1 in investment in the RFCC by the Council could result in approximately £17 funding from National Government [subsequent to the meeting it was clarified that £1 in investment in the RFCC by the Council would result in between £4 to £17 allocation of funding from National Government];
 - A number of years ago the Council's representatives had sought the 0% increase but the Local Levy majority vote was for the 5% increase; this increase had been pursued since;
 - Mr Bird's recommendation to the Committee was that the 5% increase, Option D, should be pursued this year.
- 10.2.1 Discussion was held over the challenges faced by frequent flooding in Great Yarmouth. The Planning Services Manager clarified that Anglian Water operates separately to the RFCC. He explained that investigating and costing solutions to problems and seeking funding from the RFCC for projects could take several years.
- 10.2.2 The Senior Flood Risk Officer clarified that the systems in Great Yarmouth were heavily dependent on Anglian Water; bids were being put to the RFCC and large capital schemes being investigated. It was felt that large capital schemes would be needed to address the problems experienced in this area of the County.
- 10.2.3 It was confirmed that the funding for the North Norwich, Sprowston and Old Catton flood protection came from the Department of Transport (DfT) "challenge funding", however, Local Levy funding was being sought to further improve these systems.
- 10.2.4 Discussion was held regarding flooding in the County; Members discussed problems caused by flooding experienced in areas across the County, and how they could be addressed.
- 10.2.5 It was suggested that a meeting could be held with stakeholders such as Anglian Water, the Environment Agency, the Department for Food and Rural Affairs (Defra) and the Internal Drainage Board (IDB), joining up with the Local Plan making process, to look into a clearly defined policy and so that all stakeholders, including Norfolk County Council, could work together to address adequacy of water supply

and individual responsibilities to strengthen flood defences and flood protection in Norfolk.

- 10.2.6 Members agreed that inviting stakeholders to a Committee meeting or hosting a seminar or similar event would be valuable.
- 10.3 After a short discussion, Mr Plant recommended that option C, a 2% increase in Local Levy should be sought.
- 10.4.1 The recommendations of Option D by Mr Bird, and Option C by Mr Plant were put to a vote:
- 10.4.2 With 8 votes for and 9 against, the recommendation to choose proposal D, 5% increase in Local Levy, was lost.
- 10.4.3 With 12 votes for and 5 abstentions:
 - The Committee **AGREED** Option C, 2% increase in Local Levy, as Norfolk County Council's preferred position on the annual Local Levy.
- 10.5.1 Further discussion was held:
- 10.5.2 The IDB (Internal Drainage Board) meetings were highlighted by a member as an existing forum to discuss flooding and associated issues.
- 10.5.3 On reference to the flood working group which she chaired, Cllr Strong requested to be copied in regarding information of any working group, seminar or meeting.
- 10.5.4 The Planning Services Manager explained that sewerage issues did not come under the RFCC's remit but fell under Anglian Water's asset management plan; they were keen to improve Anglian Water's activity to engage with this.
- 10.6 The Executive Director of Community and Environmental Services **agreed** to discuss with the Planning Services Manager and team, to look into whether it would be best to invite the stakeholders discussed in Paragraphs 10.2.5 to a future Environment, Development and Transport Committee meeting, or for a separate seminar to be arranged. He stressed the importance of identifying the best way to move forward in order for all stakeholders and Norfolk County Council be held to account for the greater good.

11. Highway Asset Performance

- 11.1.1 Members received the report introduced by the Head of Highways highlighting performance of the highway asset against service level priorities based on previous Member decisions; this covered planned capital structural maintenance of the assets.
- 11.1.2 The Chairman raised an amendment to point 4.2.2.1 to read that there would be one early cut and one late cut. Members asked to be provided with the additional cost of this amendment; the Head of Highways clarified that it was likely to

increase by around £50,000 and it was agreed to provide the cost from elsewhere in the budget.

- 11.2.1 During discussion the following points were raised:
- 11.2.2 The positive levels of customer satisfaction on page 39 of the report were praised.
- 11.2.3 It was queried why street lighting and public rights of way were not mentioned in the report despite receiving the least positive feedback from the customer satisfaction survey. The Head of Highways clarified that street lighting in Norfolk was, at that time, in the best condition it had been. It was however recognised that the survey reflected the public's perception, and confirmed that comments had been looked into. Arrangements for funding for public rights of way had changed, which meant that more grass and hedge cutting was now taking place. Therefore he hoped to see an improvement in customer satisfaction in the future survey.
- 11.2.4 The Head of Highways clarified that Item 1 detailed the areas being worked on in order to work towards a score of three in the self-assessment. If the self-assessment score did not reach three then funding would reduce; the previous year's score (2015) was two.
- 11.2.5 An update was requested on the failed pothole software which had been circulated to Members earlier in the year. The Head of Highways updated the Committee that an IT fix was imminent.
- 11.2.6 Mr Clancy asked whether the software provider had been paid for this piece of work and asked for it to be minuted that new software should be tested for compatibility with iPads prior to circulation to Members.
- 11.2.7 The Executive Director of Community and Environmental Services confirmed that the new highways software was working and the Highways Department were working towards a paperless system by the end of the year; using this new software, and the public could now report faults online. The pothole software referred to had been a new application which drew information from the existing CRM (customer relationship management) system and software. There had been problems viewing this on iPads, however, this was now being worked on and would soon be available to Members to view faults reported in specific areas.
- 11.2.8 The timescales of when the new i-pad functionality would be available was requested.
- 11.2.9 A query was raised over the adequacy of drainage maintenance discussed in the report. The Head of Highways clarified that, however they were currently looking into how problem areas could be cleaned more frequently than annually.
- 11.2.10 When a query was raised over past failed bids for Government Funding for improvements to the Fen Roads, the Head of Highways updated the Committee that the DfT were now discussing the next round of "challenge funding" bids.
- 11.2.11 A discussion was held over the closure of doctors' surgeries and movement of patients to Gorleston walk in Centre, and the potential difficulty of access and

distance of travel this could cause. It was clarified that because the decisions were made by the CCG (Clinical Commissioning Group), no consultation had been held with Highways; it was suggested these issues could be raised through the Norfolk Health and Wellbeing Board.

- 11.3.1 The Committee **REVIEWED** and **APPROVED** the proposed:
 - a. Revised Asset Management Strategy and Performance framework
 - b. Stakeholder Liaison and Communications Plan
 - c. Asset Data Management Strategy
 - d. Recommendations in the Highway Maintenance Efficiency Programme (HMEP), Management of Highway Drainage Assets
- 11.3.2 The Committee **REVIEWED** and **APPROVED** the proposed changes to standards and procedures for:
 - a. Frequency of highway safety inspections
 - b. Rural grass cutting **WITH AN AMENDMENT** to replace the single swathe cut with one early cut and one late cut.
 - c. Winter service decision making for the 2016-17 season.

12. Annual Review of the Enforcement Policy

- 12.1.1 Members received the revised Enforcement Policy and the annex documents to this policy, introduced by the Head of Trading Standards.
- 12.1.2 The Head of Trading Standards clarified that the main amendments related to services that reported to Communities Committee.
- 12.1.3 The Head of Trading Standards was thanked for her report and the clarity of the data and information.
- 12.2 The committee **AGREED** to confirm the revised Community and Environmental Services Enforcement Policy and its annex documents for consideration for approval by the Communities Committee, the approval body for the policy.

13. Recommendations of the Greater Norwich Development Partnership Board

- 13.1.1 The Committee received the report, introduced by the Principal Planner, giving background on the Greater Norwich Development Partnership, actions undertaken by the board since re-establishment was agreed at the Environment Development and Transport Committee meeting on the 8 July 2016, and progress on production of the Greater Norwich Local Plan.
- 13.1.2 The Principal Planner updated members that each district Council had a working party which County Councillors representing the area could attend and speak on greater Norwich planning issues.
- 13.2.1 During discussion the following points were raised:

- 13.2.2 A Member voiced his concern over the suggestion of a Green Belt; he felt that this could be a constraint and that the Norwich southern bypass protection zone was sufficient. He felt the Committee should not support a green belt around Norwich.
- 13.2.3 The Principal Planner explained that, since the Plan was in its earliest stages, it was important to retain all issues on the table in order to ensure each reasonable option was researched and considered thoroughly. Alternative approaches to a Green Belt, such as protecting important strategic gaps between settlements, would also be looked into as possible inclusions in the plan.
- 13.2.4 The first round of full public consultations would take place in autumn next year, 2017.
- 13.3 The Committee **NOTED** progress on production of the Greater Norwich Local Plan

14. Forward Plan and decisions taken under delegated authority

- 14.1 The Committee reviewed the forward plan introduced by the Business Support and Development Manager, setting out the items and decisions programmed to be brought to the Committee for consideration in relation to environment, development and transport issues in Norfolk.
- 14.2.1 The committee **AGREED** to add the following items to the forward plan:
- 14.2.2
- Update on outcomes of the petition regarding the worsening traffic problems at Cherry Tree Corner (See paragraph 6.3.1);
- 14.2.3
- Action on Flooding in Norfolk (see paragraph 10.6);
- 14.2.4
- Update and timescales regarding the wind power company Vattenfall's plans to build an onshore substation in North Norfolk within three miles of Necton as part of the Norfolk Vanguard wind farm;
- 14.2.5
- A report on street lighting, regarding progress on the capital invested in replacing existing street lighting with LED lighting, and the progress on switch offs in urban areas.

The meeting closed at 11:33am

Chairman

Environment, Development and Transport Committee

Item No.

Report title:	Broadband, Mobile Phone and Digital – update from the Member Working Group
Date of meeting:	11th November 2016
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact The provision of reliable mobile phone coverage is a key factor to economic development in Norfolk. The following report provides an update from the Broadband, Mobile Phone and Digital Members Working Group on plans by operators and government to improve mobile phone coverage across the county.	

Executive summary

This report sets out an update from the Broadband, Mobile Phone and Digital Members Working Group in relation to mobile phone and digital coverage in Norfolk.

Since the last update to Committee in July 2016 the Working Group continues to track progress on mobile and digital coverage across Norfolk.

Recommendations:

- 1. To consider the information provided and the progress being made.**
- 2. To agree that the next update to Committee will be in April 2017.**

1. Proposal

- 1.1. To review the latest information on the current progress of mobile coverage in Norfolk.

2. Evidence

- 2.1. Update on Working Group Membership

The Working Group welcomed Cllr Jim Perkins as the UKIP representative on the all-party group.

- 2.2. In September the Working Group welcomed William Comery, representing the mobile operator Three and Alex Jackman from EE. The working Group has now met with all four of the major mobile operators; having met with Vodafone and Cornerstone Telecommunications Infrastructure Limited (CTIL) in March and O2 Telefonica and CTIL in June.

- 2.3. On each occasion the operators answered questions posed by the Working Group to indicate what work is being done to improve coverage in the County and what challenges they face when trying to improve infrastructure. The future plans from all operators remain commercially sensitive but the working group was able to ascertain some common issues faced by all operators. These issues were summarised by Hamish MacLeod at MobileUK – an organisation

representing mobile network operators and the replacement to the Mobile Operators Association.

- 2.4. Mr MacLeod explained their view that consumers in the UK benefit from the competition between network operators which is why future plans are not coordinated and remain commercially sensitive. However there is a binding agreement between operators and Government that operators would ensure 90% voice coverage across the UK geographic area by the end of 2017. Mr MacLeod added that the network expansion is on track to meet this commitment and operators will meet this licence condition.

We have also learnt that a by-product of this expansion is that 4G data coverage will increase and this should be evident in the OFCOM's annual 'Connected Nations Report' which is usually published in December.

- 2.5. Mr MacLeod advises that the government is also delivering on their commitments with the reform of the Electronic Communications Code. He explains that *'The ECC reform should make it more viable for operators to deploy new infrastructure – a factor that will be particularly important in rural areas, and the granting of new permitted development rights.'*
- 2.6. The Working Group also learnt that the development of the new Emergency Services Network (ESN) could lead to further improvements in network coverage. The ESN is the communication system that will be used by the Police, Fire & Rescue, the Ambulance Service and other public safety users. It replaces the current system, called Airwave, and looks to use parts of EE's existing commercial 4G network. Mr Macleod said that 'where public money is used to subsidise ESN expansion in rural areas, the infrastructure will be made available to all mobile operators.'
- 2.7. We have also learnt that there are no specific government plans for another Mobile Infrastructure Project (MIP). As reported previously to this Committee the Mobile Infrastructure Project was a government led scheme that intended to target 'not spot' areas where no signal is present and not even emergency calls could be made. MobileUK explain that the government will review the coverage situation once the 90% coverage target has been achieved and ESN has been deployed.
- 2.8. Mr MacLeod adds that 'Mobile Operators fully understand that customers want better coverage and capacity to sustain their ever increasing use of mobile devices, at home and on the move. He said that Mobile UK are working hard with their stakeholders on policy that will facilitate this: ECC reform, an easier planning regime, more backhaul and improving the investment case.'
- 2.9. Mr MacLeod also mentioned that improvements to the fixed Broadband infrastructure are also helpful for mobile networks as it can make connecting masts to the core network more straightforward.

An update on the Better Broadband for Norfolk programme continues to be provided to the Working group and was circulated to Members. This included an independent report on fixed line broadband in Norfolk covering all providers which can be found online at the following address:

<http://labs.thinkbroadband.com/local/index.php?area=E10000020>

Further detail on the Better Broadband for Norfolk programme is provided in a separate report to this committee by the Programme Director of Better

3. Background

- 3.1. The Government Response to the Review of the Electronic Communications Framework can be seen here:
<https://www.gov.uk/government/publications/response-to-review-of-the-electronic-communications-regulatory-framework>
- 3.2. More information about MobileUK, the voice of the United Kingdom's mobile network operators, can be seen on their website: <http://www.mobileuk.org/about-mobile-uk.html>

Officer Contact

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

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Environment, Development and Transport Committee

Item No.

Report title:	Better Broadband for Norfolk Programme update
Date of meeting:	11 November 2016
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact The first Better Broadband for Norfolk (BBfN) rollout completed on time, exceeded the contracted number of properties due to receive access to Superfast broadband (24Mbps+) by over 1,000 properties and costs were £10 million less than expected.	

Executive summary Part one of the second Better Broadband for Norfolk rollout has commenced and the contract has been extended to provide access for 95% of Norfolk properties by the end of March 2020. This report describes progress against delivery of contractual commitments and explores issues regarding Take-up of superfast broadband services. Recommendations: Consider progress to date and particularly levels of Take-up of fibre services versus levels of availability.
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1. Proposal

- 1.1. BT report progress against contractual measures each quarter. Information is provided during the second month following the quarter end, NCC then validates the information before confirming contractual commitments have been met. For example, this report covers the reporting period ending June 2016, at which point 86% of Norfolk properties had access.
- 1.2. At the end of June, Take-up of services using the infrastructure which was implemented as part of the first Better Broadband for Norfolk contract was 32% - which means that a significant proportion of Norfolk properties had not taken a Superfast service even though one was available. This report explores the potential reasons.
- 1.3. An independent website "Think Broadband" provides levels of coverage for Norfolk as a whole, at District or Parliamentary Constituency level. It also demonstrates the average speed available in Norfolk, versus the speeds actually being used. Some of the reasons for the difference between availability and Take-up of Superfast services are explored later in this report.

2. Evidence

- 2.1. Contract 1 implemented 680 fibre cabinets across Norfolk between July 2013 and September 2015 which serve 42% of Norfolk properties.

This second contract is almost twice as large requiring over 1,100 fibre structures across Norfolk, to serve approximately one quarter as many Norfolk's properties (11%) as the first contract.

This table shows information reported via the contract at the end of June 2016 which demonstrates progress in delivering the second contract. The rollout began in December 2015 and will be completed at the end of March 2020. The table is based on speeds of 15Mbps+ (although the majority of properties have access to speeds above 24Mbps) which is the speed above which State Aid rules prevent the deliberate use of public subsidy.

AVAILABLE FROM COMMERCIALY FUNDED ROLLOUTS	42%
AVAILABLE VIA BETTER BROADBAND FOR NORFOLK CONTRACT 1	42%
DELIVERED VIA CONTRACT 2 (End June 2016)	2%
WILL BE DELIVERED BY THE END OF CONTRACT 2 (June 2020)	9%
NO FIBRE SOLUTION PLANNED	5%
TOTAL COVERAGE AT 15MBPS+ (June 2016)	86%

- 2.2. The following information is from the independent website Think Broadband <http://labs.thinkbroadband.com/local/index.php?area=E10000020> showing coverage in Norfolk. A range of speeds are reported, the two key UK government measures are 24Mbps+ and the percentage of properties with access to a speed of less than 2Mbps

Think Broadband			
Superfast UK (>24 Mbps):	85.64%	Below 2 Mbps (USC):	1.59%
Superfast EU (>30 Mbps):	84.65%	Below 10 Mbps (USO):	8.85%
Openreach (>30 Mbps):	84.12%	Below 15 Mbps:	11.55%
Ultrafast (>100 Mbps):	26.58%	Virgin Media Cable:	26.55%
Openreach FTTP (Native):	0.04%	FTTP or FTTH	0.04%

- 2.3. The Think Broadband site also demonstrated the average speed that lines in Norfolk supported was 80Mbps, whereas the average speed that people were using was 19Mbps. A similar pattern exists across the UK, there are several

potential reasons including:

- People don't know Superfast services are available. People can check to see current coverage and future plans using their postcode at: www.betterbroadbandnorfolk.co.uk
- Some people don't realise they need to contact their Internet Service Provider (ISP), or another, when superfast infrastructure is installed. There are over 100 ISPs offering Superfast services, people can check availability and costs using the comparison websites on the Ofcom webpage- <https://www.ofcom.org.uk/phones-telecoms-and-internet/advice-for-consumers/costs-and-billing/price-comparison>
- People may feel the superfast services will be more expensive. This is often not the case. There are often good deals available and people can shop around every time their contract comes up for renewal to ensure they always have the best value deal available
- Some people already have reasonable speeds (up to 20Mbps) via copper lines. If the speed meets peoples' needs they may not swap.

2.4. Take-up of superfast services is very important, both because it allows residents and businesses to take advantage of the many benefits that it can offer, but also because for every property which takes a superfast service package, BBfN "claws back" a rebate from BT. Councilors have already confirmed that any clawback will be invested to move towards achieving access for 100% of Norfolk properties.

2.5. The Better Broadband for Norfolk website was re-launched in early November. It aims to ensure people can easily find out if superfast broadband is available now, or planned. It also helps people to find out what packages are available from which Internet Service Providers. Work has begun to analyse the areas with lower levels of Take-up in order to take steps to encourage more.

3. Financial Implications

3.1. The higher Take-up of fibre services is, the larger the rebate from BT that will be available to invest in more Superfast infrastructure for Norfolk.

4. Issues, risks and innovation

4.1. Risks have been identified and managed using the Corporate Risk Management Framework. The BBfN Steering Group reviews programme risks and proposed mitigations.

5. Background

5.1. County Councilors identified that the lack of broadband infrastructure disadvantages large parts of Norfolk both economically and socially. This is identified in the Council's Economic Growth Strategy as key infrastructure to support economic development. It is now also identified as a Norfolk "Vital Sign".

5.2. Better Broadband for Norfolk contracts are managed within nationally agreed

contract management and assurance processes.

Officer Contact

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Environment Development and Transport Committee

Item No.....

Report title:	Street lighting update
Date of meeting:	11 November 2016
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
<p>Strategic impact</p> <p>Street lighting energy accounts for 43% part of the Councils total Energy use (assuming all schools are excluded). The Council has made a commitment to reduce its total Carbon Emissions by 50% (from 2008 base line), by 2020. Therefore managing the Councils Street Lighting portfolio plays a significant part in contributing to achieving that target.</p> <p>Growth in the number of street lights as a consequence of new developments continues to be a significant issue as does the potential general increase in wholesale energy prices.</p>	

Executive summary

The County Council is responsible for over 52,000 street lights, 8,000 illuminated signs and nearly 2000 illuminated bollards. All street lighting operations, including upgrade and maintenance are covered within a 25 year Private Finance Initiative (PFI) contract, let to Amey in 2008. The PFI contract excludes electricity costs which are paid directly by the County Council.

EDT Committee discussed a broad range of street lighting options on 6 June and on 16 October 2014 approved the introduction of new technology including computer controlled LED (light emitting diode) street lighting and the removal of redundant lighting on main roads.

This report provides an update on initiatives that have saved nearly £1.4m in energy costs and approximately 7,500 tonnes of CO2 emissions to date.

This report updates committee on the various initiatives currently in progress:

- The installation of LED street lighting
- The management of street lighting by using new technology.
- Update on part night lighting.
- Removal of 'redundant' lighting on main roads.
- Change of policy with regard to the adoption of new street lights
- Continued rationalisation of illuminated signs and bollards
- Dimming and trimming

Street lighting performance is monitored as part of the council's vital signs.

This report does not seek to promote further part night lighting.

Recommendations:

- 1 That members note the progress made in delivering savings by introducing new technology and other initiatives.**
- 2 That further de-illumination of redundant lighting on main roads is not progressed.**

1. **Existing approach**

- 1.1. The PFI contract started in 2008 and was based on the improvement of lighting through the replacement of columns and street lights with traditional units, mainly high pressure sodium (white light). Since then a number of changes have been made which have helped reduce energy consumption.

The current approach to street lighting is based around:

- Adoption of part night lighting
- Implementation of new Technologies, LED/Central Management Systems
- Amended policy on the adoption of new street lights
- Dimming and trimming

This is currently being delivered through a number of initiatives:

- Part night lighting has been introduced to 18,759 street lights.
- 5,235 residential street lights in the core investment period (CIP) were changed to LED (with part night lighting where appropriate).
- Main road street lights are being changed to LED with CMS. 1,319 out of 4,675 street lights are complete as at the end of September 2016
- The next phase is to change the remaining residential street lights to LED, with PNL (as appropriate). Discussions are ongoing in order to introduce this quickly.
- A summary of the progress of initiatives is included in the section on Financial Implications (8.4). This report is produced every month.

2. **Part night lighting**

- 2.1. The part night lighting (PNL) programme across Norfolk was completed in 2013. Since then with the adoption of new street lights on developments over 18,700 lights have been brought into the initiative. The lights are automatically switched off for 5 hours each night. This delivers 7.28% saving in total energy consumption. For the year 2015/16 the saving in energy costs was £161,800.
- 2.2. Additional costs associated with introducing part night lighting was £247,000. The introduction of part night lighting commenced in June 2010 and the cumulative savings to the end of September 2016 are £693,232.
- 2.3. Local consultations were carried out in advance of introducing part night lighting and, in many cases, there was local opposition to the change. The main concern being raised was fears about feelings of safety and increases in crime. We have continued to liaise with Norfolk Police to monitor the impact of the introduction of part night lighting and there is no evidence to suggest that this has resulted in an increase in crime. We now receive very few complaints from the public. We expect a slight increase in those complaints at the time the clocks change from BST each October as the lights switch off an hour earlier at around midnight.
- 2.4. Evidence has shown that there is no increase in night time crime or anti-social behaviour due to the introduction of part night lighting. A post implementation report informed by the police's own review on night time crime and anti-social behaviour was written in 2013-14. We continue to support Norfolk Police by responding to requests for street lights to be switched back on for a limited period

to address a known issue. We also continue to liaise with members about concerns from residents.

- 2.5. A national research project named “Lanterns” investigated the impact of street lighting interventions, including part night lighting, on health and crime in 2014 and found that there was no significant effect. The project was jointly funded by the NHS and the Institute of Lighting Professionals. It was written by the London School of Hygiene and Tropical Medicine in association with University College London.

3. LED Progress

- 3.1. The first phase of this approach was to change residential lights in the core investment period to LED lights. 5,235 LED's have been installed in residential roads, some with PNL. The benefit of doing this was that it maximised the energy saving and we did not have the cost of revisiting the area at a later date for PNL.
- 3.2. The next stage is to change around 4000 main road street lights to LED. To date 1,319 LED's have been installed on main roads, all with CMS. When this phase is complete (due January 2017) the annual savings from the introduction of this initiative on main roads will be £166,839. Again we are only paying the additional costs of upgrading the lights.
- 3.3. The total saving generated from this initiative for LED's on residential and main road to date (September 2016) has been £351,660.
- 3.4. The savings due to LED conversion relate to the assessed wattage of the LED array verses the assessed wattage of a “standard” lamp

4. CMS Progress

- 4.1. CMS allows the lamps on street lights to be controlled/dimmed. This is more effective on LED units with dimming possible down to 0%.
- 4.2. CMS has been installed on the 1,319 main road street lights where we have installed LEDs and a dimming profile applied. This dimming generates a 40% energy saving. The saving to date (September 2016) have been £72,712 in energy costs, 680,242 kWh in energy and 68 tonnes of CO2. As the initiative is integral with the installation of the LED lights described above the savings detailed in 3.2 are the total, ie for both LED and CMS on main roads.
- 4.3. The saving due to this initiative relates the level of dimming applied to the LED main road street light.

5. Removal of Redundant Lighting

- 5.1. The proposal to remove street lights is based on a risk assessment approach. The risk assessment is based on the design criteria we would use now to prioritise the need for street lighting on a new road. We can use the same logic to determine whether street lighting is still justified on existing roads.
- 5.2. We have switched off 124 street lights as a trial which are generating annual savings of £8,966 in energy costs, 84,343 kWh in energy, 46 tonnes CO2, £821 in Climate Charge Levy and £6,900 in maintenance.

- 5.3. The removal (switching off) of street lights has proved to be unpopular in some locations with the initiative not receiving the support of the local community. We will continue to monitor this initiative before making recommendations for permanent changes at the end of the trial.

Due to the initial feedback on this initiative no further sites are currently being considered.

6. Further rationalisation of non-essential lighting assets.

- 6.1. The Department for Transport have indicated that they intend to further relax the regulations and remove the requirement for lighting to be provided on certain types of signs. In the meantime the legal requirement continues. Some local authorities are considering removing this type of lighting in advance of the change of regulations, taking a risk based approach.
- 6.2. The planned change in regulation would mean a further 6,280 signs and 1,116 bollards could be de-illuminated. There is an additional cost of removal of around £1.6m, which equates to a payback period of 6½ years. It is possible to do this as part of planning maintenance, but this will take longer.

7. Change in Development Control.

- 7.1. Growth in the number of street lights as a consequence of new developments continues to be a significant issue.
- 7.2. Prior to September 2015 street lighting would normally be provided on new developments to a standard requested by the local lighting authority and which the County Council would manage and maintain. There were some differences for example in environmental lighting zones in rural areas. The local lighting authority is either the district/borough council or a town/parish council. The County Council as the highway authority also has street lighting powers.
- 7.3. The County Council has now resolved to adopt lighting on new residential, retail and industrial estates, to the standard requested by the local lighting authority (roadway or footway), if the development in question is in an environmental zone where lighting is permitted and there is a highway need. Developers will be charged a commuted sum to cover the cost of 25 years energy and maintenance costs for non-residential roads with a highway need. Local Lighting Authorities can retain responsibility for footway lighting if they so wish. If Local Lighting Authorities require lighting on estates within village envelopes in Rural Areas, then this will have to be a footway standard and adopted by the Local Lighting Authority (normally the District, Town or Parish Council).
- 7.4. If street lighting is required by the County Council or by a local authority, then this requirement would be included in the legal agreement to adopt the road. The developer would have to install the lights and pay the commuted sum before the road was adopted.

8. Financial Implications

- 8.1. Street lighting is a significant energy user, accounting for 43% of the County Councils total use (excluding schools) and costing £2.0m each year. In terms of tonnes of CO₂, in 2008 the total was 11,216 tonnes each year. Energy reduction

measures already in place have enabled this to reduce to 10,517 tonnes (2015/16 year end figure).

- 8.2. We have funded these initiatives capital investment from the street lighting reserves. In reviewing the detailed business case, consideration would need to be given to restoring the balance to the reserve to ensure that future PFI contract payments can be fully funded. Investment will be funded from the Street Lighting PFI fund and will be subject to a full business case approved and monitored by the Executive Director of Finance.
- 8.3. The extent to which each of the initiatives are able to deliver a cashable saving, as opposed to just mitigating the increased cost pressure to the service due to increasing energy prices, depends largely on the future prices in the energy market. This continues to be a significant pressure for the authority.

Street Lighting Monthly Update to Council For: September 2016

Summary

This updates the ongoing results of energy saving initiatives undertaken to improve street lighting across Norfolk.

September 2016 saw initiatives by NCC street lighting save the following:

283,220 kWh in energy 153.2 tonnes of CO₂ £30,110 in energy bills.

For the Financial Year to date the savings are:

1,332,139 kWh in energy 720.7 tonnes of CO₂ £141,575 in energy bills.

In total, since April 2008, when NCC street lighting initiatives started we have saved
13,622,615 kWh in energy 7,370 tonnes of CO₂ £1,386,079 in energy bills.

1 Breakdown by Initiative.

1.1. Savings due to Part Night Lighting

During September 2016	Financial year to date	Total Savings since 2008
120,908 kWh in energy.	582,264 kWh in energy.	6,845,840 kWh in energy.
65.4 tonnes of CO ₂	315.0 tonnes of CO ₂	3,703.6 tonnes of CO ₂
£12,854 in energy bills.	£61,881 in energy bills.	£693,235 in energy bills.

1.2. Savings due to Dimming

During September 2016	Financial year to date	Total Savings since 2008
35,020 kWh in energy.	168,673 kWh in energy.	1,968,967 kWh in energy.
18.9 tonnes of CO ₂	91.3 tonnes of CO ₂	1,065.2 tonnes of CO ₂
£3,723 in energy bills.	£17,926 in energy bills.	£200,126 in energy bills.

1.3. Savings due to Trimming

During September 2016	Financial year to date	Total Savings since 2008
10,158 kWh in energy.	48,879 kWh in energy.	614,003 kWh in energy.
5.5 tonnes of CO ₂	26.44 tonnes of CO ₂	332.2 tonnes of CO ₂
£1,080 in energy bills.	£5,195 in energy bills.	£61,295 in energy bills.

1.4. Savings due to LED lanterns

During September 2016	Financial year to date	Total Savings since 2008
72,561 kWh in energy.	348,617 kWh in energy.	3,447,224 kWh in energy.
39.3 tonnes of CO ₂	188.6 tonnes of CO ₂	1,864.9 tonnes of CO ₂
£7,714 in energy bills.	£37,050 in energy bills.	£351,661 in energy bills.

1.5. Savings due to CMS

During September 2016	Financial year to date	Total Savings since 2008
37,847 kWh in energy.	150,802 kWh in energy.	680,242 kWh in energy.
20.5 tonnes of CO ₂	81.6 tonnes of CO ₂	368.0 tonnes of CO ₂
£4,024 in energy bills.	£16,027 in energy bills.	£72,713 in energy bills.

1.6. Savings due to De-Illumination

During September 2016	Financial year to date	Total Savings since 2008
6,726 kWh in energy.	32,903 kWh in energy.	66,339 kWh in energy.
3.6 tonnes of CO ₂	17.8 tonnes of CO ₂	35.9 tonnes of CO ₂
£715 in energy bills.	£3,497 in energy bills.	£7,048 in energy bills.

The savings due to LED conversion relate to the assessed wattage of the LED array verses the assessed wattage of a “standard” lamp.

9. Issues and Risks

- 9.1. Regarding the legal implications; the provision of new street lighting is a discretionary power, not a duty, and the Courts have held that no liability arises where a local authority decides to withdraw street lighting for reasons of economy. However if there are non-natural obstructions in the highway introduced by the Council, such as street furniture, then reasonable care is required to see that they are not a hazard to users of the highway.
The Council also has to take into account its duty to promote road safety and prevent accidents, and its duty to have due regard to the prevention of crime and disorder. The impact of the non-provision of streetlights on crime should be considered on each new development. However the main factor here is that street lighting is provided by the County Council as highway authority if there is a justifiable highway safety need. Other Local councils can provide footway lighting if they feel it is appropriate for other reasons.
- 9.2. Street lighting forms part of the local street scene. As such, the provision of street lighting can be an emotive issue. Consultations with local communities were carried out in advance of implementing part night lighting and there was a split between those in favour and those against. Further resistance to initiatives have been encountered when consulting on and implementing the removal of redundant street lights.
- 9.3. Some of the initiatives we have implemented have required a change to the existing PFI contract. To date, we have been able to reach agreement about amendments to enable new approaches/trials and initiatives to be delivered which were not originally identified when the contract was let, for example, part night lighting. In addition the government (HM Treasury) is committed to reducing the PFI revenue cost to local authorities through a centrally co-ordinated savings programme. The code of conduct for operational PFI contracts seeks to foster agreement between local authorities and their PFI partners to deliver efficiencies and savings on a voluntary basis.
- Although Amey have signed the PFI operational savings protocol; representatives from the SPV (a special purposes vehicle created to fund the PFI) have not. It would require negotiations with the SPV’s representative to progress further initiatives.
- 9.4. As discussed in the initial statement about a 50% reduction in energy is a challenging target for the County Council to achieve, we are confident and expect to exceed our street lighting target of 12.5% despite the continued increase in street lighting stock. Because street lighting is one of the biggest energy users in the County Council, if further energy savings cannot be achieved the risk of the Council not achieving this target increases.

10. **Officer Contact**

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

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The terminology of street lighting technology

LED

A Light-Emitting Diode (LED) is a semiconductor device that requires less energy, lasts longer and it also requires less maintenance than the lights that were originally approved for the contract. They are more expensive to buy although the price has reduced in recent years. They are now an economic alternative over the long term.

CMS

A Central Management System (CMS) is a method of remotely controlling street lights using computer software to determine the way the street light or groups of street lights operate. The software is usually hosted by a commercial organisation that provides the end user with a computer control interface via the internet. The end user can then readily program, at any time, how they want the streetlights to operate. The communication between the CMS and the street lights utilises the internet and the mobile phone networks.

Trimming

Trimming refers to turning on road lights later in the evening and switching them off earlier in the morning commonly by the use of photo electric control units (PECU). Trimming takes advantage of shorter warm up times and greater brightness of modern lanterns to reduce lighting hours at the start and end of the night.

Dimming

Dimming refers to reducing the light output of a lamp by adjusting the amount of energy supplied to it. The older types of lamps are less dimmable than modern LED ones because there is a threshold where if the energy is reduced, the lamp will extinguish. LED lamps are capable of being dimmed down to 0%. Some dimming was included in the original contract but dimming can be substantially increased with LED's and CMS.

Part Night Lighting

This is when the street lights are turned off during the night for a period of time. (12am to 5am GMT)



Old 26w traditional residential street light



16w LED Residential Street Light

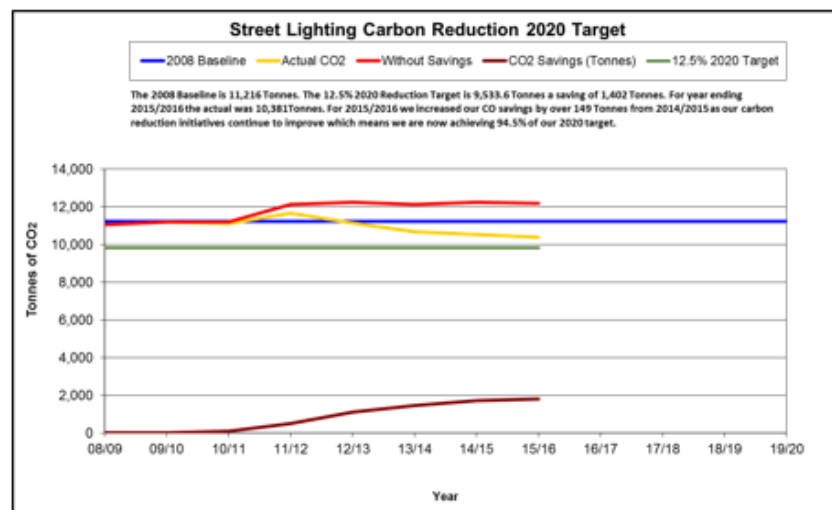
Elm Hill – Traditional





Street Lighting CO2 Reduction Initiatives

Performance



Why is this important?

- To reduce our CO2 emissions to achieve national and local targets
- To reduce our costs and therefore reduce revenue pressure.
- To make our street lighting efficient and sustainable in the future
- For each tonne of CO2 we reduce we save £18 in CCL and £196 in energy costs

What will success look like?

- Achieve the target to reduce carbon emissions by 12.5%
- This will save of 1,402 Tonnes of CO2 annually.
- This will reduce the Climate Charge Levy (CCL) we pay by £25,236 a year.
- We will reduce the amount of energy we use by 12.5%
- We will reduce the cost of energy by £269,000 a year.
- We will reduce the cost of maintaining street lighting by £62K PA.

What is the story behind current performance?

- A 25 year PFI Contract with Amey
- In-contract and new initiatives introduced to drive down our CO2 emissions including
 - Dimming and Trimming has saved 1,352 tonnes.
 - Part Night Lighting (PNL), turning street lighting off during part of the night has saved 3,584 tonnes since 2008.
 - The introduction of LED Lanterns has saved 1,793 tonnes.
 - Proposal to de-illuminate street lighting which will save 2,600 tonnes over the remainder of the PFI contract.
 - The introduction of using computer controlled (CMS) street lights has already resulted in a 359 tonnes saving since 2013.
 - In 2015/2016 we made a saving of over 1,800 tonnes of CO2, an increase of over 149 tonnes on 2014/2015 despite the increase in number of street lights.
- The July 2016 target is 569.80 tonnes the measured is 574.93 tonnes.

Action required

- Increase focus on demand led street lighting or smart lighting during the final phases of the PFI contract capital investment period, including continued investment in LED lights.
- Implement the latest street lighting technologies, including CMS.
- Charge developers for all costs for new street lights for 25 years.
- Focus on proactive maintenance of the street lighting stock.
- Continue with de-illumination of street lighting where applicable.
- Following the Members decision of September 2015 we will continue to oppose the installation of street lighting on all new developments where we deem there is no Highway need.

Responsible Officers

Nick Tupper – Highways Maintenance Manager
Campbell H Jones - Street Lighting Technician

Environment Development and Transport Committee

Item No.

Report title:	Norfolk Energy Futures
Date of meeting:	11 November 2016
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact Norfolk Energy Futures Ltd (NEF) operates to generate income for the County Council principally from the financing, development and delivery of renewable energy opportunities.	

Executive summary

This report provides an overview of NEF by its Board of Directors on its current performance and proposes the strategic direction the company needs to take to meet the future needs of the market.

Recommendations:

- 1) To note the activities of the company to date.
- 2) To consider the future direction of NEF.

1. Proposal

- 1.1 NEF operates as a vehicle to generate income for the County Council principally from the financing, development and delivery of renewable energy projects.

It does this by investing in projects that use the County Council's estate and assets or by working with other organisations and communities to deliver such schemes. To date it has delivered small scale renewable energy projects using small wind turbines and photovoltaic cells.

1.2 Medium Term Strategy

The Board has established three investment categories to give focus to identification of new opportunities:

a) **As a co-investor in new, large scale developments.**

Generally with a value of over £1m these projects could be solar projects, such as large scale commercial roof top schemes, or use other processes like anaerobic digestion utilising food or agricultural wastes, to generate electricity and / or heat. Projects in this category would achieve varying expected returns directly linked to the technology involved. These type of investments would be expected to be with large private investors or energy companies or collaborative projects. NEF would not be expected to have any ongoing operational management role in these type of projects but act as an investor. Opportunities in this category are already identified nationwide.

b) **As sole investor in new, medium scale developments.**

Generally with a value of up to around £1m these would typically be solar projects, viewed as lower risk, with a medium rate of return. These would tend to be delivered using the land or buildings of a public sector organisation (potentially including the County Council) or Trust and would be underpinned by a long term power purchase agreement. Due to their nature these projects are likely to involve direct operational delivery and investment, with ongoing management, via an agent. Opportunities in this category are already identified nationwide.

c) **As sole investor in small scale, dormant projects on existing sites.**

Generally with a value in the range of around £0.5m to £1m these projects would typically be small wind turbine projects using existing sites that are currently inactive (for a variety of reasons), with all the permissions and infrastructure in place. Due to their nature these projects are likely to involve direct operational delivery and investment and ongoing maintenance input. These schemes are likely to be supported by higher rates of subsidies meaning their expected return rate would be higher than new renewable energy projects, even those with a power purchase agreement. A project in this category has been delivered locally and opportunities are already identified locally and are likely to arise nationwide.

It is not envisaged that investments will occur in new developments using small wind turbines as the removal of subsidies for electricity generated from these types of projects means new projects are currently not as attractive as investments as they were.

1.3 Longer Term Strategy Development

To help inform NEF's longer term investment strategy an assessment is being made of opportunities that could be derived from:

- Advances in battery storage.
- The use of energy clubs to get greater income from existing schemes through aggregation.
- Opportunities that could be identified beyond renewable energy projects.

1.4 Governance

There are two levels of governance, a Board and an Investment Panel.

The Board is made up of a Managing Director, Operations Director and Financial Director, all senior officers within the County Council and appointed by the County Council. Its purpose is to discuss projects being proposed and the current operation of the company. If a project is felt to be worthy of investment then an investment decision is put to the Investment Panel.

The Investment Panel is made up of a Councillor, the County Council's Executive Director of Finance and Executive Director of Community and Environmental Services. Its purpose is to consider recommendations of the Board and make decisions on investments in projects.

1.5 Resources

The Board determines the suitable operational and technical resources required to allow projects to be identified, developed, evaluated and delivered based on need, suitable business cases and changing requirements. This is to ensure that the right technical skills are available to support the development and delivery of schemes which will vary in type and complexity and these costs would be included within the business cases.

2. Evidence

- 2.1. NEF has delivered projects using small wind turbines and photovoltaic cells for energy generation listed in Table 1 below. The changing market, in particular the changes to subsidies for renewable energy schemes, has led to a change in the nature of projects which are now considered attractive.

The statutory accounts position on 31 January 2016 showed a declared accumulated loss total of £0.074m. This reflects the position that the early NEF project delivered in 2012, which involved 19 small wind turbines on County Farms land, is not delivering the returns modelled partly due to technical difficulties and additional maintenance costs.

However, through a combination of optimisation and upgrades of the equipment used as well as income from projects recently delivered, the current portfolio is expected to deliver NEF a net return detailed in the table below of £0.301m. More recent projects and principles of evaluating future projects involve higher levels of scrutiny and more robust business cases and are not wholly reliant on government subsidies.

- 2.2. The outline financial position of the operational projects are reflected below.

Table 1: Operational projects

Project	Capital Cost	Total Running Costs	Total Income	Total Net return to NEF	Sources of income
County Farms – Small Scale Turbines	-£0.396m	-£0.204m	+£0.674m	-£0.047m	Feed in Tariff
King's Lynn recycling centre – Photovoltaic	-£0.019m	-£0.015m	+£0.034m	+£0.019m	Feed in Tariff and Power Purchase
Black Drove - turbines	-£0.420m	-£0.125m	+£1.119m	+£0.329m	Feed in Tariff and Power Purchase

The table above indicates the projected cash flow position for existing projects based on current performance. It is anticipated that the County Farms position will improve through maintenance and optimisation work currently being undertaken on the turbines.

The table below identifies two wind projects that are ready for delivery.

Table 2: Projects ready for delivery

Project	Capital Cost	Total Running Costs	Total Income	Total Net return to NEF	Project Life in years
Project 1	-£0.411m	-£0.404m	+£1.678m	+£0.667m	16
Project 2	-£0.058m	-£0.074m	+£0.227m	+£0.069m	16

There are currently seven solar projects in development which are detailed in the table below which uses valid assumptions for running costs, such as ongoing maintenance, to inform the overall future financial position.

Table 3: Projects in development

Project	Capital cost	Total Running Cost	Total Income	Total Net Return to NEF	Project Life in years
Project A	-£0.146m	Tbc	+£0.431m	+£0.156m	20
Project B	-£0.730m	Tbc	+£2.159m	+£0.776m	20
Project C	-£0.344m	Tbc	+£1.073m	+£0.337m	20
Project D	-£0.025m	Tbc	+£0.061m	+£0.019m	20
Project E	-£0.987m	Tbc	+£2.088m	+£0.334m	20
Project F	-£0.191m	Tbc	+£0.562m	+£0.174m	20
Project G	-£3.970m	Tbc	+£7.499m	+£3.075m	20
Total	-£6.393m	Tbc	+£13.87m	+£4.871m	

In addition there are other projects which are in the early stages of development.

3. Financial Implications

- 3.1 NEF was set up to generate income from investments with an expected return for each scheme it delivered. To achieve this NEF was given a pre-approved borrowing limit from the County Council to develop projects. The value invested to date has been around £0.8m in schemes using small wind turbines and photovoltaic cells identified in Section 2.2 above.
- 3.2 NEF has used loans from the County Council to fund projects. To ensure compliance with state aid legislation the loans have been on a commercial basis. This means that alongside the net return position for NEF there is an additional benefit to the County Council from payment of the interest on those loans. For example, for the delivered scheme at Black Drove, NEF expects total income of £1.1m of which NEF retains £0.33m whilst the County Council gains £0.11m from the interest uplift.
- 3.3 Due to the nature of the development of schemes it is expected there would be significant costs relating to schemes in the early years. There is a significant cost / investment required to develop projects in relation to ensuring that projects are evaluated appropriately using the relevant expertise, which would be built into future business cases. There will also be an ongoing cost to manage the projects once they are delivered which will be factored into the NEF business plan to ensure there is sufficient income to cover all operating expenses.

4. Issues, Risks and Innovation

- 4.1 NEF's purpose is to exploit energy investment opportunities to generate income for the County Council. A significant risk is that returns are not in line with projections and technical assumptions of individual projects, or that schemes fail meaning investments lead to a loss.

These risks are addressed by supporting lower risk projects that use proven technologies, subject to the necessary due diligence, and will achieve a lower rate of return. The approach of having a part of the investment strategy focusing on using dormant sites where all the infrastructure is in place also removes a lot of risk involved with starting a project from scratch. In addition for new, larger scale projects an approach is envisaged of investments where NEF operates as a co-investor in investment opportunities created with third parties to help further address financial risks.

Where a project involves technologies that generally attract a higher return due to higher perceived risk, for example projects using anaerobic digestion, it should also be the case that external specialist consultant advice is secured to assess the project to inform an investment decision.

- 4.2 If further projects are not approved there would be a risk that despite a positive position for projects installed recently and improvements being made to the wind turbines used in the first project, NEF's financial position would not be able to improve further.
- 4.3 The renewable energy market in recent years has been exposed to a degree of fluctuation. With the changing state of the energy market, particularly with tariff support from government on renewable energy technology, there is a need to consider diversifying the company into wider energy services, and this is something currently being explored.
- 4.4 The long term trend in the energy market is expected to be for higher prices to consumers. This means larger commercial entities with high energy use are increasingly looking for partners that can assist them in reducing their energy costs. By arranging fixed energy price deals with them over longer periods of time, which undercut the prevailing price, this still enables renewable energy schemes, such as roof-based solar, to be viable.
- 4.5 There is a growing interest in storage and distribution solutions as an effective means to manage demand and squeeze additional value from investments. Local authorities, due to their collective ownership of property and land assets, and their relatively high energy use, are seen as trusted partners for such developments. This is expected to be an area of increasing opportunities.
- 4.6 NEF, as a Teckal compliant entity, has the flexibility to negotiate on behalf of other local authority investors, and is therefore ideally placed to offer a service that can be a faster route to market for certain projects, but meets the local authority's procurement obligations. The Norse group has an energy company, Norse Energy, which is able to operate in a similar market.

Officer Contact

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

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EDT Committee

Item No.....

Report title:	Performance management
Date of meeting:	11 November 2016
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact Robust performance management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need.	

Executive summary

This is the fourth performance management report to this committee that is based upon the revised Performance Management System, which was implemented as of 1 April 2016, and the committee's 15 vital signs indicators.

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

Performance is reported on an exception basis using a report card format, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. To enable Members to have oversight of performance across all vital signs, all report cards will be made available to view through Members Insight - <http://inet.norfolk.gov.uk/services/Democratic-Services/Members-insight/index.htm>.

Of the 15 vital signs indicators that fall within the remit of this committee, two have met the exception criteria and so will be discussed in depth as part of the presentation of this report:

- Number of people killed and seriously injured on Norfolk's roads
- % of rural population able to access a market town or key employment location within 60 minutes by public transport.

Recommendations:

1. Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required (refer to list of possible actions in Appendix 1).

1. Introduction

- 1.1. This is the fourth performance management report to this committee that is based upon the revised Performance Management System, which was implemented as of 1 April 2016, and the committee's 15 vital signs indicators.
- 1.2. This report contains:
 - A Red/Amber/Green rated dashboard overview of performance across all 15 vital signs indicators
 - Report cards for the vital signs that have met the exception reporting criteria.
- 1.3. The full list of vital signs indicators was presented to committee at the 11 March 2016 meeting and is available in Appendix 2.
- 1.4. The lead officers for those areas of performance that have been highlighted through the exception reporting process are available at this committee meeting to answer any specific questions Members may have about the services concerned. The report author is available to answer any questions that Members may have about the performance management framework and how it operates.

2. Performance dashboard

- 2.1. The performance dashboard provides a quick overview of Red/Amber/Green rated performance across all 15 vital signs. This then complements that exception reporting process and enables committee members to check that key performance issues are not being missed.
- 2.2. The current exception reporting criteria are as below:
 - Performance is off-target (Red RAG rating or variance of 5% or more)
 - Performance has deteriorated for three consecutive periods (months/quarters/years)
 - Performance is adversely affecting the council's ability to achieve its budget
 - Performance is adversely affecting one of the council's corporate risks.
 - Performance is off-target (Amber RAG rating) and has remained at an Amber RAG rating for three periods (months/quarters/years)'.

NOTES:

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

Monthly	Bigger or Smaller is better	Sep 15	Oct 15	Nov 15	Dec 15	Jan 16	Feb 16	Mar 16	Apr 16	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Target
{H&T} % of bus services that are on schedule at intermediate time points	Bigger	70.9%	74.9%	73.3%	71.6%	78.1%	79.4%	77.1%	80.1%	77.9%	78.3%	76.2%	76.0%	76.9%	76.0%
{H&T} Number of people killed and seriously injured on Norfolk's roads	Smaller	405	409	402	385	373	357	369	365	358	358	365	376	377	368
{H&T} Winter gritting - % of actions completed within 3 hours	Bigger			84.4%	89.1%	81.0%	92.9%	90.9%	97.1%						100%
{H&T} Street lighting – CO2 reduction (tonnes)	Smaller	829	1,037	1,136	1,255	1,200	1,007	915	734	615	522	575	692	824	854
{E&P} Planning service – speed of determination	Bigger	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	92.3%	100.0%	100.0%	100.0%	100.0%		95.0%
{H&T} Average journey speed during morning peak time	Bigger	30.3	30.3	30.2	30.2										Under Development
{CES} Income and external funding successfully achieved as a % of overall revenue budget	Bigger	35.8%	37.2%	36.9%	36.7%	37.1%	37.0%	29.3%	25.0%	25.0%	29.4%	29.3%	30.5%	29.2%	25.4%
Quarterly	Bigger or Smaller is better	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Target
{BBfN} % of Norfolk homes with superfast Broadband coverage	Bigger									83.0%		84.0%			84.0%
{H&T} % of planning applications agreed by Local Planning Authorities contrary to NCC recommendations regarding the highway	Smaller	30.0%	37.5%	16.7%	33.3%	23.5%	27.3%	19.0%	20.0%	16.7%	17.8%	20.4%	24.2%	22.9%	24%
{H&T} % of rural population able to access a market town or key employment location within 60 minutes by public transport	Bigger	73.7%	74.5%	75.7%	74.8%	75.0%	75.1%	75.5%	74.6%	74.1%	71.4%	71.4%	72.0%	72.0%	75%
{E&P} Kilograms of residual household waste per household per week	Smaller			10.3				10.4			10.2	10.2			10.4

Annual (financial / academic)	Bigger or Smaller is better	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	Target
{H&T} Highway improvements for local communities – parish partnerships	Bigger												145	193	
{E&P} % of Local Wildlife Sites in positive management	Bigger								61.0%	61.0%	65.0%	67.0%	75.0%		
{E&P} Number of new and existing properties at high risk (1 in 30 years) of surface water flooding	Smaller													100%	
{E&P} Equality of Access to Nature for All – number of audited routes	Bigger												1	4	4

3. Report cards

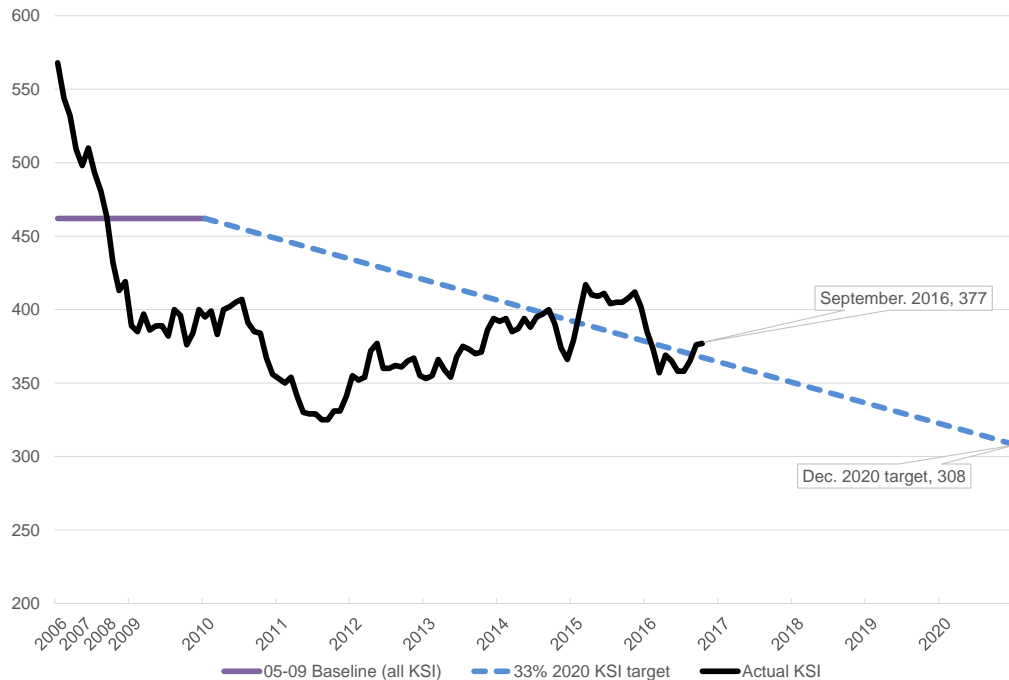
- 3.1. A report card has been produced for each vital sign, as introduced in March's performance report. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improvement performance. The report card follows a standard format that is common to all committees and updated on a monthly basis.
- 3.2. Vital signs are reported to committee on an exceptions basis. The report cards for those vital signs that do not meet the exception criteria on this occasion, and so are not formally reported, are available on the Members' Insight intranet pages as follows -
<http://inet.norfolk.gov.uk/services/Democratic-Services/Members-insight/index.htm>

People Killed or Seriously Injured (KSI) on Norfolk's Roads

Why is this important?

Last year, 33 people were killed and 352 were seriously injured in road collisions in Norfolk, representing a significant emotional and financial burden to local people and services.

Performance



This graph represents the 12-month rolling figure for the number of KSI.

What is the background to current performance?

- Following the period of positive performance during the latter half of 2015 and start of 2016, the 12-month rolling KSI figure showed no significant variation, standing at 377 to the end of September 2016. KSI numbers are now above the trend line projected forward to our 2020 target figure.
- The sharp decline in the number of KSI from early 2006 to late 2010 can be attributed to improved in-car safety standards, greater compliance with speed limits, and the 2008-2013 recession which suppressed casualty numbers by limiting access to certain modes of transport;
- The general rise in the number of KSI from early 2011 is in-line with the national trend in rising KSI casualties;
- Norfolk has a lower KSI rate per 100,000 people, and per billion vehicle kilometres than its statistical neighbour authority Lincolnshire, but is outperformed in both measures by other neighbours Somerset and Suffolk.

What will success look like?

- A downward trend in recorded KSI casualties against increases in vehicle kilometres and population increases;
- A saving to the local economy and local services of around £1.8 million per fatal casualty prevented, and around £206,000 for every serious casualty prevented.

Action required

- Continue with targeted local interventions, with other stakeholders under scrutiny of the Road Casualty Reduction Partnership Board;
- Continue regular monitoring of sites which experience higher than expected collision numbers in order to identify remedial schemes;
- Continue regular Safety appraisal of new highway improvement schemes.

Responsible Officers

Lead: Dave Stephens, Team Manager Network Management (Analysis & Safety)

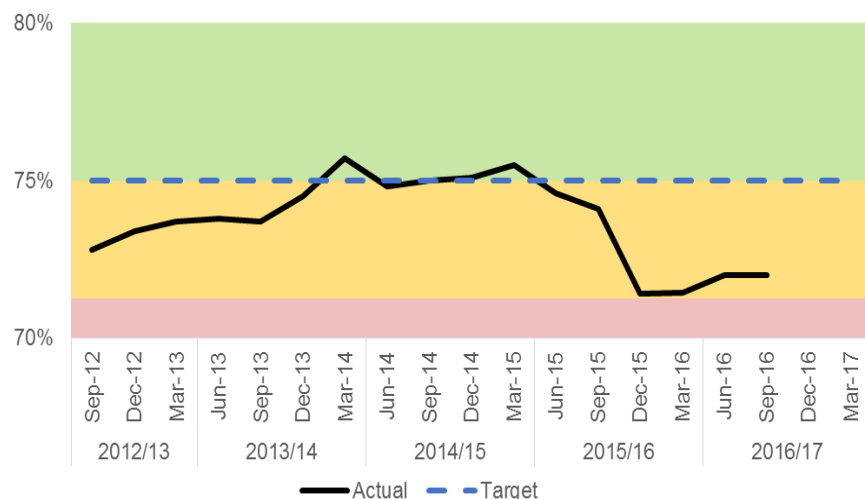
Data: Nile Pennington, Analyst Road Casualty Reduction

Access to market towns and key employment locations using public transport

Why is this important?

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

Performance



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

What is the background to current performance?

- Performance has dropped this year after being fairly stable between 73.5% and 75.5% for the last 3 years. It is measured quarterly.
- September 2013 saw the introduction of a journey to work service by the Swaffham flexi-bus. This still exists, but other services will have changed, causing the dip in performance.
- A minor change in service can cause the indicator to dip, but this does not necessarily mean that it affects current customers already using a service.
- This used to be a national performance indicator and we are not currently aware of any other authorities who continue to measure it on a regular basis, therefore there is no benchmarking data.
- Current target reflects the limited opportunities to increase subsidised public transport within the current financial climate – progress will be made by working with commercial operators and integrating with other transport services.
- A key risk is the fluctuation in operational costs, particularly fuel, which could lead to reductions in transport being operated commercially – this is identified on our risk register.
- Other key risks are commercial operators streamlining services as they review service revenues and cope with the effect of previous subsidy cuts, which puts pressure on areas with lower patronage and the reliance of passengers on use of concessionary passes and an unwillingness to engage with other transport modes that do not accept them.

What will success look like?

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

Action required

- Build journeys to work into future flexibus and flexible feeder contracts where possible
- Monitor proposed local bus service changes and work with operators to ensure they do not adversely affect journeys to key employment locations
- Incorporate local bus services into school transport provision as much as possible.
- Review the data that is reported so that it fully represents the transport network available.
- Accessibility modelling software training to be completed for Travel and Transport Services so that data can be interrogated and recommendations for changes made.

Responsible Officers

Lead: Laurie Egan, Head of Travel and Transport Data: Martin Stringfellow/Sean Asplin, Passenger Transport Managers

4. Exceptions (additional explanation)

- 4.1.
 - Access to market towns and key employment locations using public transport

This measure is currently being reviewed by the performance lead. There will be continued monitoring over the next couple of months as a new data system has been made available. It will enable clients to be differentiated by locality and will hopefully allow for other bus providers / operations / feeder services to be taken into consideration in order to obtain a more accurate accessibility measure.

5. Recommendations

5.1 Committee Members are asked to:

- Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required (refer to list of possible actions in Appendix 1).

In support of this, Appendix 1 provides:

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

6. Financial Implications

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

7. Issues, risks and innovation

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

Officer Contact

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

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Performance discussions and actions

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

Suggested prompts for performance improvement discussion

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

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

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

Performance improvement – recommended actions

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

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

Suggested follow-up actions

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

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

Appendix 2 – EDT Committee Vital Signs indicators

A vital sign is a key indicator from one of the Council's services which provides members, officers and the public with a clear measure to assure that the service is performing as it should and contributing to the Council's priorities. It is, therefore, focused on the results experienced by the community. There are 15 vital signs indicators for the EDT Committee. The full list with explanations of what the vital sign indicator measures and why it is important, is as below.

Vital Signs Indicators	What it measures	Why it is important
Better Broadband for Norfolk Rollout	% of Norfolk homes with superfast Broadband coverage	Broadband is the fourth utility, essential to all aspects of modern working, learning and home life
Bus journey time reliability	% of bus services that are on schedule at intermediate time points	Better transport networks bring firms and workers closer together, and provide access to wider local markets
Planned growth in the right places	% of planning applications agreed by Local Planning Authorities contrary to NCC recommendations regarding the highway	Poorly planned developments can place unacceptable burdens on existing resources and infrastructure and negatively impact those living in/near the developments.
Road safety	Number of people killed and seriously injured on Norfolk's roads.	Road casualties are a significant contributor to the levels of mortality and morbidity of Norfolk people, and the risks of involvement in KSI injuries are raised for both deprived and vulnerable groups in the Norfolk population
Highway improvements for local communities - parish partnerships	Cumulative bids for all Norfolk Parishes compared to cumulative bids from Parishes that had not previously submitted a bid	Empowerment of communities to take greater control of the response to locally identified issues supports community resilience and autonomy
Public Transport Accessibility	% of rural population able to access a market town or key employment location within 60 minutes by public transport	Access to work and key facilities promotes economic growth and health and wellbeing

Vital Signs Indicators	What it measures	Why it is important
Winter gritting	% of actions completed within 3 hours	We have a statutory duty to ensure, as far as reasonably practicable, that the safe passage along a highway is not endangered by snow and ice
Street Lighting CO2 reduction	Carbon Dioxide emissions and energy use	Street lighting is one of the Council's biggest energy users. Putting in place measures to reduce carbon will reduce our CO2 emissions and costs
Residential house waste collection	Weekly kg of residential house waste collected per household	The amount of household waste collected and the costs arising from processing it have risen for the past three years. Housing growth (65,000 new houses between 2013 and 2026) will create further pressures
Protection of the natural environment	% of Local Wildlife Sites (LWS) in positive management	The natural environment is one of Norfolk's key assets and a significant contributor to the economic success of Norfolk
Management of flood risk	Number of new and existing properties at high risk (1 in 30 years) or surface water flooding	Flooding undermines existing infrastructure and impacts directly on health and economy
Planning determination	Speed of planning determination	Timely planning decision are important to economic growth and development
Equality of Access to Nature for All	Number of audited routes	Access to green space promotes health and wellbeing and tourism
Road network reliability	Average journey speed during morning peak time	A safe, reliable road network with quick journey times enables business growth
External funding achievement	% of total revenue budget attributable to successful bidding for/generating external funding	High quality organisations are successful in being able to attract and generate alternative sources of funding

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

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

Environment, Development, and Transport Committee

Item No.

Report title:	Risk Management
Date of meeting:	11 November 2016
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact The Environment, Development, and Transport (EDT) Committee's role includes considering the risk management of EDT's risks. Assurance on the effectiveness of risk management and the EDT departmental risk register helps the Committee undertake some of its key responsibilities. Risk management contributes to achieving departmental objectives, and is a key part of the performance management framework.	

Executive summary

This report provides the Committee with information from the latest EDT Risk Register as at October 2016, following the latest review conducted at the end of September 2016. The reporting of risk is aligned with and complements the Performance and Financial reporting to the Committee.

Recommendations:

Committee members are asked to consider;

- a) the changes to risks judged as exceptions (in paragraph 2.2 and Appendix A), and other departmental risks (in Appendix E);
- b) whether the recommended mitigating actions identified in Appendix A are appropriate, or whether Risk Management improvement actions are required (as per Appendix C);
- c) the definitions of risk appetite and tolerance in paragraph 2.6.

1. Proposal (or options)

- 1.1. The Communities and Environmental Services (CES) Departmental Management Team (DMT) has been engaged in the preparation of the EDT Risk Register.

As part of the overall development of the performance and risk management framework for the Council, the approach to corporate and departmental risk management continues to be refined. This approach involves the development of corporate and departmental level risks that are: outcome focussed; linked to strategic priorities; business critical, identifying areas where failure places the organisation in jeopardy; linked to financial and performance metrics. It is dependent upon a shared understanding of the risk appetite of the Council. A key element of this work is cultural change and absolute clarity of roles, responsibilities and process. Specifically, clarity of what these risks are, who is responsible for them, what they are doing to actively manage the risks and what measures are in place to hold people to account.

2. Evidence

- 2.1. The EDT Committee risk data detailed in this report reflects those key business risks that are managed by the CES Departmental Management Team, and Senior Management Teams of the services that report to the Committee including; Environment and Planning, and Highways and Transport. Key business risks materialising could potentially result in the Service failing to achieve one or more of its key objectives and/or suffer a financial loss or reputational damage. The EDT risk register is a dynamic document that is regularly reviewed and updated in accordance with the Council's Risk Management framework.
- 2.2. The current risks are those identified against departmental objectives for 2016/17. The Exceptions Report in **Appendix A** focuses on risks that have a current risk score of 12 and above with prospects of meeting the target score by the target date of amber or red. There are currently two risks that meet this criteria, as seen in this appendix. A reconciliation of risks since the last September Committee report can be located in **Appendix B**.
- 2.3. To assist Members with considering whether the recommended actions identified in this report are appropriate, or whether another course of action is required, a list of such possible actions, suggested prompts and challenges are presented for information and convenience in **Appendix C**. Definitions of the different categories of risks can be found in **Appendix D**.
- 2.4. There are two risks for this Committee that are of corporate significance. These are as follows;
 - 1) RM14250: The potential risk that County Infrastructure is not delivered at the required rate to support existing and future needs.
 - 2) RM14248: Failure to construct and deliver Norwich Northern Distributor Route (NDR) within agreed budget (£178.95m).

These risks can be viewed in **Appendix E**, which provides the Committee members with a summary of the risks on the EDT risk register.

Risk RM14250 has recently been refreshed to better represent the funding element of the risk of not delivering infrastructure at the required rate. Amendments have been made to the risk title, description, mitigations and progress against the risk mitigations.

There are emerging risks around the cost of NDR construction which were highlighted at the September EDT Committee. The NCC team continue to work with the main contractor Balfour Beatty and NPS to review costs. The assessment of the risk remains at a forecast additional cost of £6.8m. These risks remain as a forecast at this time based on the planned delivery of the project and the final account being agreed during 2018. There is no risk to the current year programme with any potential additional costs falling in future years.

There remains a strong focus on delivering the project as quickly as possible, to reduce overall costs and to minimise risks. With any project of this size and complexity there are a number of risks that could impact on the cost of delivery, we are now entering the "winter season", which could have an impact on the

programme. The project team will continue actively monitoring and managing the risks.

- 2.5. The EDT departmental risk register contains 11 departmental level risks (including the 2 risks above also reported at corporate level), with 2 of these 11 risks with both a current score of 12 or more and the prospect of meeting the target score by the target date at Red or Amber, which fall into the exception reporting category. **Appendix E** provides the Committee members with a summary of the risks on the EDT departmental risk register.
- 2.6. Each risk score is expressed as a multiple of the impact and the likelihood of the event occurring.
- Original risk score – the level of risk exposure before any action is taken to reduce the risk
 - Current risk score – the level of risk exposure at the time the risk is reviewed by the risk owner, taking into consideration the progress of the mitigation tasks
 - Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks this can be seen as the risk appetite.

Risk Appetite

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

Risk Tolerance

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

- 2.7. The prospects of meeting target scores by the target dates are a reflection of how well the risk owners consider that the mitigation tasks are controlling the risk. It is an early indication that additional resources and tasks or escalation may be required to ensure that the risk can meet the target score by the target date. The position is visually displayed for ease in the "Prospects of meeting the target score by the target date" column as follows:
- Green – the mitigation tasks are on schedule and the risk owner considers that the target score is achievable by the target date
 - Amber – one or more of the mitigation tasks are falling behind and there are some concerns that the target score may not be achievable by the target date unless the shortcomings are addressed
 - Red – significant mitigation tasks are falling behind and there are serious concerns that the target score will not be achieved by the target date and the shortcomings must be addresses and/or new tasks are introduced.
- 2.8. There is one risk that the risk owner has identified as 'prospects of meeting the target score by the target date' as Red. This risk is RM14231: Increase in the amount of left over waste collected by local authorities. This risk is currently still at a red prospect score due to the first month's indicative data showing a 2%

increase on April 2015. The expenditure profile is being closely monitored to ensure that appropriate mitigation action is implemented in a timely manner. A pie chart showing the breakdown of the prospects scores can be located in **Appendix E** with the risk summary.

- 2.9. The evidence is that risks are being managed to an appropriate level with mitigation tasks being undertaken. In all cases, risks have been reviewed by risk owners to ensure that risk scores and target dates reflect the current position against current service objectives. Risk registers are challenged by the Risk Management Officer to ensure a consistent approach to risk management across all teams.

3. Financial Implications

- 3.1. There are no significant financial implications arising from this Risk Management report.

4. Issues, risks and innovation

- 4.1. There are no other significant issues, risks and innovations arising from this Risk Management report.

Officer Contact

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

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Risk Number	RM14250					Date of update		04 October 2016		
Risk Name	Infrastructure is not delivered at the required rate to support existing needs and the planned growth of Norfolk									
Risk Owner	Tom McCabe					Date entered on risk register		01 July 2015		
Risk Description										
1) Not securing sufficient funding to deliver all the required infrastructure for existing needs and planned growth leading to: • congestion, delay and unreliable journey times on the transport network • a lack of the essential facilities that create sustainable communities e.g. good public transport, walking and cycling routes, open space and green infrastructure. 2) Not meeting the funding profiles (e.g. Local Growth Fund) and losing the funding.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	3	3	9	3	2	6	Apr-17	Amber
Tasks to mitigate the risk										
1.1) Independent Evaluation Group team and District Council staff to complete draft Local Growth Fund 3 (LGF3) business cases by end of November 2016 to maximise the chance of success. Funding will be announced in Autumn Statement, and the Local Enterprise Partnership will make a decision in the autumn/winter 2016/17.										
1.2) Respond to Roads Investment Strategy 2 (RIS2) call for evidence by July 2016 to maximise chance of securing additional trunk road improvements. Provide business case evidence for priorities to Highways England by end of the year.										
1.3) Actively promote and lobby to secure funding for the Great Yarmouth Third River Crossing. Submit Third River Crossing Outline Business Case to the Department for Transport by April 2017 to ensure we have a chance of being considered for funding.										
1.4) Review Planning Obligations Standards annually to ensure we are seeking the maximum possible contributions from developers. Officer review December 2016. Member adoption March/April 2017.										
2.1) Manage and oversee development and delivery of individual Local Growth Fund schemes bringing forward spend on some to offset lag on others and targeting the highest priority schemes and those that have the greatest impact. All the LGF schemes have been deemed worthy of funding by the Local Enterprise Partnership as they address the identified needs. Determine a revised programme for Norfolk schemes that still meets overall profile and agree with Local Enterprise Partnership by autumn 2016.										
2.2) Periodically review timescales for S106 funding to ensure it is spent before the end date and take action as required. Review by end of December 2016.										
Progress update										

Progress update

- 1.1) Business cases for priority projects completed in July 2016, continuing to work through business cases for all schemes to meet deadlines for New Anglia Local Enterprise Partnership (NALEP) decision making.
 - 1.2) Responded to Roads Investment Strategy 2 call for evidence in July 2016. Commissioned Mouchel to produce business cases.
 - 1.3) Our bid for fast track funding from the Department for Transport to prepare an Outline Business Case (OBC) for the Great Yarmouth Third River Crossing was successful (Announced on 5 August 2016). Mouchel and NCC staff currently working to a tight timetable to have a robust Outline Business Case for submission in March 2017. This successful bid negated the need for the House of Commons reception.
 - 1.4) Attended regional meetings and meetings of the Planning Officer Society to inform the December review.
-
- 2.1) Discussions with the Capital Programme Manager and the individual scheme designers are in progress to determine the latest position and the most likely spend profile for delivery of each individual scheme.
 - 2.2) Various S106 for improvements to the Longwater interchange have been programmed and dovetailed with the Local Growth Fund funding to ensure they are spent before any deadline dates.

Risk Number	RM14231					Date of update		20 September 2016		
Risk Name	Increase in the amount of left over waste collected by local authorities.									
Risk Owner	David Collinson					Date entered on risk register		01 April 2007		
Risk Description										
The risk is that the amount of waste exceeds the budget provision in 2016/17. Increases in the tonnage of residual waste above projected tonnages would lead to additional costs of around £107 per tonne. An increase could be caused by any combination of factors such as increases in household numbers, change in legislation, or export related issues, economic growth, weather patterns, a collapse in the recycling markets or an unexpected change in unit costs.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	3	5	15	1	5	5	May-17	Red
Tasks to mitigate the risk										
Work effectively with the Norfolk Waste Partnership on waste initiatives. Reducing the amount of overall waste each household generates, eg campaigns such as Love Food Hate Waste, reusable nappies, home composters and effective use of re-use networks such as for furniture. Improving recycling performance, including improved capture rates for collections for dry recyclables and food waste, and improved performance of Recycling Centres. Lowering the unit costs of providing services, eg through procurement, contract negotiations, contract management and optimising use of existing arrangements. Ensuring we pass on costs effectively where possible, eg recharging for trade waste. Driving waste out of the system, eg waste reduction such as home composting or campaigns against fly tipping.										
Progress update										
Projected residual tonnage for establishing budget was 209,000t using existing contract prices and valid assumptions where prices were not fixed and before the 2015/16 tonnage was established. The final end of year figure for 2015/16 is now established at 212,141t, ie higher than modelled due to a late year increase, and this creates the risk that if this tonnage level remains in 2016/17 the budget will be considerably overspent. In year data from April to July actuals show an increase in tonnage of 1,533 tonnes compared to same period last year. Although too limited a data set to use for reliable projections this additional tonnage alone relates to a 2.15% increase and a £165,000 pressure should the increase stay at current levels.										

Appendix B – Risk Reconciliation Report

1. Significant changes* to the EDT departmental risk register since the last Environment, Development, and Transport (EDT) Committee Risk Management report was presented in September 2016.

Since the last Environment, Development, and Transport (EDT) Committee Risk Management report was presented in September 2016, there has been a revision of the risk description and mitigations of Risk RM14250 which is the risk that Infrastructure is not delivered at the required rate to support existing needs and the planned growth of Norfolk. This risk was refreshed in October to better represent the funding element of the risk of not delivering infrastructure at the required rate. Amendments have been made to the risk title, description, mitigations and progress against risk mitigations.

* A significant change can be defined as any of the following;

- A new risk
- A closed risk
- A change to the risk score
- A change to the risk title, description or mitigations (where significantly altered).

Risk management discussions and actions

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

Suggested prompts for risk management improvement discussion

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

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

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

Risk Management improvement – suggested actions

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

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

Suggested follow-up actions

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

Appendix D – Risk Definitions

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









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

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

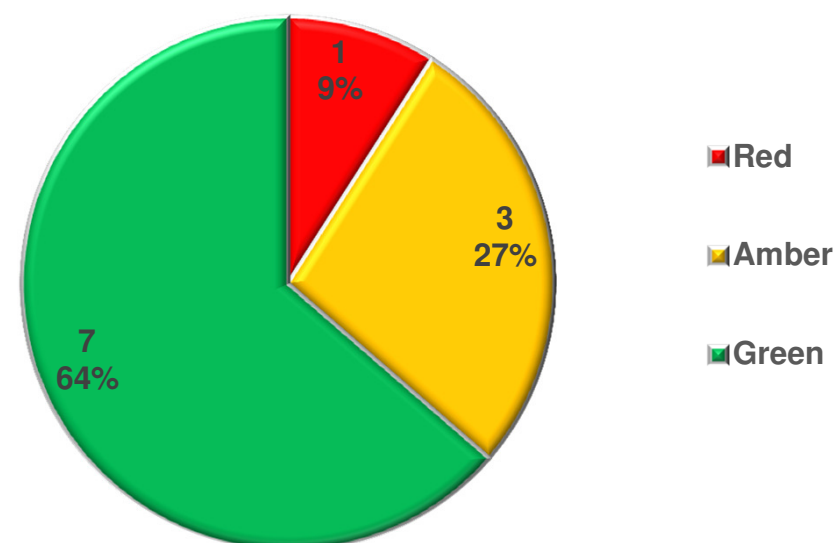
- strong management at a departmental level thus the Departmental Management Team should direct any action to be taken.
- appropriate management. If not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key departmental objectives and/or suffer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

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

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

Norfolk County Council, Appendix E - EDT Risk Register Summary													
Risk Register Name:		Appendix E - EDT Risk Register Summary									Red	 Worsening	
Prepared by:		Thomas Osborne									Amber	 Static	
Date updated:		October 2016									Green	 Improving	
Next update due:		December 2016									Met		
Area	Risk Number	Risk Name	Risk Description	Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Prospects of meeting the Target Risk Score by the Target Date	Change in Prospects of meeting the Target Risk Score by the Target Date	Risk Owner	
Corporate (CES)	RM14250	Infrastructure is not delivered at the required rate to support existing needs and the planned growth of Norfolk.	Not securing sufficient funding to deliver all the required infrastructure for existing needs and planned growth leading to: • congestion, delay and unreliable journey times on the transport network • a lack of the essential facilities that create sustainable communities e.g. good public transport, walking and cycling routes, open space and green infrastructure Not meeting the funding profiles (e.g. LGF) and losing the funding.	3	4	12	3	2	6	Amber		Tom McCabe	
Corporate & Departmental (H&T)	RM14248	Failure to construct and deliver Norwich Northern Distributor Route (NDR) within agreed budget (£178.55m)	There is a risk that the NDR will not be constructed and delivered within budget. Cause: environmental / building contractor factors affecting construction progress. Event: The NDR is completed at a cost greater than the agreed budget. Effect: Failure to construct and deliver the NDR within budget could result in the inability to deliver other elements proposed in the Norwich Area Transport Strategy (NATS) Implementation Plan. It would also result in a reduction in delivering economic development and negatively impact on Norfolk County Council's reputation. Exceeding the budget will also potentially impact wider NCC budgets and its ability to deliver other highway projects or wider services (depending on the scale of any overspend).	3	3	9	2	2	4	Amber		Tom McCabe	
E&P	RM14231	Increase in the amount of left over waste collected by local authorities.	The risk is that the amount of waste exceeds the budget provision in 2016/17. Increases in the tonnage of residual waste above projected tonnages would lead to additional costs of around £107 per tonne. An increase could be caused by any combination of factors such as increases in household numbers, change in legislation, or export related issues, economic growth, weather patterns, a collapse in the recycling markets or an unexpected change in unit costs.	3	5	15	1	5	5	Red		David Collinson	
H&T	RM14029	Failure to meet energy reduction and sustainability targets	Highway fails to meet its energy reduction and environmental sustainability targets, leading to expenditure budgets being exceeded as well as adversely impacting on NCC's targets and reputation. Street lighting energy makes up by far the largest proportion of electricity consumption at over 90% of the departmental total.	4	3	12	3	2	6	Green		Nick Tupper	
H&T	RM12988	Experiencing more extreme weather conditions than planned / budgeted for	Conditions resulting from extreme weather may result in the need to manage / divert resources to minimise associated risk, increase in the number of insurance claims for damage / accidents caused by damaged road surfaces and accelerate the deterioration of the carriageways with consequent need for increased capital investment.	4	3	12	4	2	8	Green		Nick Tupper	

E&P	RM14202	Insufficient drainage controls in place as new development continues to take place increasing local flood risk on site or	The SUDS (Sustainable Drainage Systems) Approving Body role recommended by the Pitt Review and included in the Flood and Water Management Act 2010 has been abandoned. Flood risk controls on new development is to be continued through the planning process. The Local Lead Flooding Authority has been given a role as a statutory consultee but no funding to deliver this role. Without high levels of support, planning authority may continue to overlook flood risk in decision making.	3	3	9	3	2	6	Green	↔	Nick Johnson
E&P	RM14203	The allocation and level of funding for flood risk mitigation does not reflect the need or priority of local flood risk within Norfolk.	There are 37,000 properties at risk from surface water flooding caused by intense rainfall within Norfolk. Historically funding for flood risk management has focused on traditional defence schemes to protect communities from the sea and rivers and not surface water flooding. There is a risk that funding continues to ignore properties at risk of surface water flooding. This is exacerbated by a reduction in the overall level of funding from government and governments requirement to seek local contributions for schemes to be successful.	3	3	9	1	4	4	Green	↔	Nick Johnson
E&P	RM12031	Failure by any service provider to provide contracted services for disposal or treatment of waste	Would result in higher costs for alternative disposal and possible disruption to Waste Disposal Authority and Waste Collection Authority operations. If any service provider, i.e. contractor, Norse via an SLA or another authority via an agreement is unable to provide a service for a significant period due to reasons such as planning, permitting, fuel or weather related issues, the Authority may have to use alternative existing contracts which may cost more and require tipping away payments to be made to the Waste Collection Authorities where they are exposed to additional costs for transporting waste significantly out of their area.	3	3	9	1	3	3	Green	↔	David Collinson
H&T	RM14242	Failure to meet Lafarge Tarmac contract requirements as result of slow implementation of new HMS	The project to replace the Exor system with Yotta has reached mobilisation with target date of 29th February 2016 for works ordering through Yotta for Lafarge Tarmac works and payments from Yotts for Lafarge Tarmac from 1 April 2016. Approx. £40M works are ordered and paid through the HMS system each year and there is a contractual 2 day payment period between receipt of invoice from Lafarge Tarmac and payment by NCC.	2	4	8	2	3	6	Amber	↔	Nick Tupper
H&T	RM14050	Rising transport costs	Rising transport costs and changes to legislation (e.g. Bus Service Operators Grant and concessionary reimbursements) could lead to savings not being made on the local bus budgets	2	3	6	1	3	3	Green	↔	Sean Asplin
E&P	RM14239	Failure to deliver the Recycling Centre service within budget for 2016-17	Contract for Mile Cross Recycling Centre is subject to a five year price review commencing September 2016. Initial submission from the contractor highlights a price increase. This will only apply for the second half of the financial year. An SLA contract for 19 Recycling Centres delivered through open book accounting NCC pay the full cost of the service. Fluctuating markets for recyclate (including the possibility of a collapse in prices for some materials) and operational issues that affect the costs of the service mean that the cost of the service may go up or down and potentially affect the final outturn position of the 2016-17 budget.	1	3	3	1	3	3	Green	↔	Kate Murrell



Prospects of meeting target score by the target date

Environment Development and Transport Committee

Item No.

Report title:	Finance monitoring
Date of meeting:	11 November 2016
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact This report provides the Committee with information on the budget position for the relevant services from the Community and Environmental Services department, for 2016-17.	

Executive summary

This report reflects the forecast outturn position for the services from the Community and Environmental Services that are relevant to this committee, which are:

- Highways and Transport Services
- Environment and Planning
- Economic Development, and
- Business Development and support

The 2016-17 net revenue budget for those services is £150.568m. As at September, Period 6 we are forecasting a balanced budget.

The total future years capital programme relating to this committee is £257.60m, with £157.115m currently profiled for 2016-17. Details of the capital programme are shown in section 3 of this report.

The balances of ETD reserves, as at the 1 April was £29.817m, and forecast balance at 31 March 2017 is £22.432m, the forecast usage over the next 3 years is shown on section 4 of this report.

Recommendations:

Members are recommended to note the forecast out-turn position for the Environment Development and Transport Committee and the current risks to the budget as highlighted in the report.

Members are asked to note the planned use of reserves as set out in section 4 of the report and that if proposals for any further use of reserves in 2016-17 will be highlighted to this committee if the resulting forecast level of reserves falls below the 31 March 2017 balances anticipated at the time the budget was set.

1. Proposal

- 1.1. Members have a key role in overseeing the financial position for the services under the direction of this committee, including reviewing the revenue and capital

position and reserves held by the service. Although budgets are set and monitored on an annual basis it is important that the ongoing position is understood and the previous year's position, current and future plans and performance are considered.

1.2. This monitoring report reflects the budgets and forecast position as at the end of September 2016.

2. Evidence

Revenue budget 2016-17

2.1. The 2016-17 Net Revenue budget for the services relevant to this committee is £150.568m.

2.2. The table below summarises the budgets relevant to this committee as at September 2016:

Table 1 Net Revenue budget 2016/17

Area	2016/17 Budget £'000	Forecast £'000	Variance
Business support and Development	2.005	2.005	
Economic Development	2.003	2.003	
Environment and Planning	41.655	41.655	
Countryside Management	1.158	1.158	
Travellers	(0.029)	(0.029)	
Residual Waste	22.205	22.205	
Recycling Credits	8.464	8.464	
Recycling Centres	6.434	6.434	
Closed Landfill Sites	1.103	1.103	
Energy and Efficiency	0.089	0.089	
Waste Reduction	0.794	0.794	
Historic Environment	0.611	0.611	
Planning Services	0.826	0.826	
Highways and Transport	94.103	94.103	
Asset management (inc. capital charges)	59.057	59.057	
Highways Trainee Technicians	0.185	0.185	
Highways Major Projects	0.340	0.340	
Highways Network	0.809	0.809	
Highways Maintenance	19.405	19.405	
Transport services – inc. Concessionary Fares	14.307	14.307	
Better Broadband	10.802	10.802	
Total EDT	150.568	150.568	

2.3. At this stage of the year we are currently forecasting a balanced budget.

2.4. Asset management is largely £58.676m relating to capital charges, which relate to the notional cost of historic capital spend.

2.5. Transport services includes:

- £11.643m of funding for concessionary fares.
- £2.752m local bus subsidies and ;
- £0.477m Community Transport Funding.

2.6. There is a risk that the amount of waste increases. Each tonne of residual waste above projected tonnages would lead to additional costs of around £107 per tonne, meaning a 1% increase in tonnages would be a pressure of over £200,000. Such an increase could be caused by any combination of factors such as increases in household numbers, change in legislation, economic growth, weather patterns, a collapse in the recycling markets or an unexpected change in unit costs, much of which are out of the control of the County Council. The combined impacts of these effects will continue to be monitored extremely closely and will be reported to the committee when there becomes more certainty over the tonnages in 2016/17.

3. Capital Budget 2016-17

	2016-17	2017-20	Total Programme
	£'000	£'000	£'000
Economic Development	16.737		16.737
Highways	117.446	81.725	199.171
EDT Other	4.515	6.410	10.925
Better Broadband	18.417	12.350	30.767
	157.115	100.485	257.60

3.1. As at the end of September 2016, Period 6, we are forecasting full delivery of the 2016/17 programme.

3.2. The Economic Development capital Programme is related to improvements at Scottow Enterprise Park, where the investment will be subject to approved business cases and investment in the Aviation Academy.

3.3. The highways programme is actively managed throughout the year to aim for full delivery within the allocated budget. Schemes are planned at the start of the year but may be delayed for a variety of reasons e.g. planning consent or public consultation. When it is identified that a scheme may be delayed then other schemes will be planned and progressed to ensure delivery of the programme and the original schemes will be included at a later date. Over /(under)spends and slippage will be carried forward and delivered in future years.

NDR

3.4. At its meeting in September, EDT Committee were advised of the potential risk of £6.8m of additional costs associated with the project. More detailed cost forecasting information has now been provided by Balfour Beatty and NPS and a summary of the risk areas are set out below. The team have worked through the information provided and the assessment is that the risk remains at £6.8m.

- 3.5. These risks remain as a forecast at this time based on the planned delivery of the project and the final account being agreed during 2018. There is no risk to the current year programme with any potential additional costs falling in future years.

Summary of key issues are:

Rackheath Rail Bridge - Obtaining Network Rail approvals for both design and working methods has significantly delayed the programme for this bridge and increased design and construction costs. Whilst significant efforts are going in to minimise programme delays, there is potential for an additional cost of up to £2.15m.

Review of Land costs. Land agents acting on behalf of Landowners have assessed the land values and have submitted, currently, unsubstantiated claims above that anticipated and allowed for in the original project budget. The team are currently working through these and challenging where appropriate. A specific challenge relating to development land use and its associated valuation has also been received. Land acquisition cost risk up to £2.78m.

Detailed site surveys following full access to all land associated with the project resulted in the need for an amended earthworks profile to balance excavation and fill. This has resulted in a redesign process, and reworking of the overall delivery logistics. Additional cost estimated up to £1.2m.

Unseasonal rainfall through June 2016, above what was allowed for in the contract. Whilst still to be finally agreed, this has been further assessed and could result in additional cost of £0.33m.

Public and Private Utilities – Additional surveys, design, works and risk management associated with existing utilities, in addition to the costs of the utility company works. Additional cost up to £0.60m.

Changes to the design of the project, in part to deal with formal approval processes due to the Development Consent Order, but also linked to necessary redesign at Rackheath bridge. Additional costs associated with change estimated at £0.38m.

Landscaping being provided direct by GYB Services, rather than via the main works contract. Anticipated **saving** of up to £0.64m.

- 3.6. The whole team remain focussed on delivering the project as quickly as possible, to reduce overall costs and to minimise the above risks. With any project of this size and complexity there are a number of risks that could impact on the cost of delivery. We are now entering the “winter season”, which could have an impact on the programme and therefore it is likely to be Spring 2017 before we are able to update the risks and a better view of the final out-turn position. The project team will continue actively monitoring and managing all risks and will update members if there are any changes.

4. Reserves 2016-17

- 4.1. The Council holds both provisions and reserves.

- 4.2. Provisions are made for liabilities or losses that are likely or certain to be incurred, but where it is uncertain as to the amounts or the dates which they will arise. The

Council complies with the definition of provisions contained within CIPFA's Accounting Code of Practice.

4.3. Reserves (or Earmarked Reserves) are held in one of three main categories:

4.4. Reserves for special purposes or to fund expenditure that has been delayed - reserves can be held for a specific purpose, for example where money is set aside to replace equipment or undertake repairs on a rolling cycle, which can help smooth the impact of funding.

4.5. Local Management of Schools (LMS) reserves that are held on behalf of schools – the LMS reserve is only for schools and reflects balances held by individual schools. The balances are not available to support other County Council expenditure.

4.6. General Balances – reserves that are not earmarked for a specific purpose. The General Balances reserve is held to enable the County Council to manage unplanned or unforeseen events. The Executive Director of Finance is required to form a judgement on the level of the reserve and to advise Policy and Resources Committee accordingly.

4.7. The reserves falling under this Committee would fall into the first category. Additionally they also may related to income that we have received from specific grants where we have yet to incur the expenditure, or the grant was planned to be used over a period of time (where the grant is not related to a specific financial year).

4.8. The department holds a number of specific earmarked reserves which are held for a range of purposes e.g. commuted sums held for future Highways maintenance costs or ICT funds held to cover the cost of replacement ICT systems. We will continue to review the reserve balances to ensure that their original objectives are still valid and would identify any reserves that could be considered available for re-allocation.

4.9. The balance of reserves as at the 1 April was £29.817m, including £6.995m in respect of the Street Lighting PFI and £9.423m in relation to a statutory reserve for the provision for future maintenance of Closed Landfill sites.

4.10. The table below shows planned use of reserves for 2016/17 and the forecast balances for 2017/18 and 2018/19.

Table 3 – EDT Reserves 2016-17	Current Year opening balance 01 April 2016	Forecast balance 31 March 2017	Forecast Net Change 2016/17	Forecast Balance 31 march 2018	Forecast Balance 31 march 2019
Business Support and development	(0.091)	(0.091)	0.000	(0.091)	(0.091)
Economic Development	(2.863)	(1.251)	1.612	(0.758)	(0.535)
Skills Team	(0.960)	(0.150)	0.810	0.000	0.000
Innovations	(0.415)	(0.415)	0.000	(0.415)	(0.415)
Development Programme Commissioning	(0.572)	(0.417)	0.155	(0.221)	(0.066)
Development Programme Economic Programme	(0.741)	(0.230)	0.511	(0.122)	(0.054)
Infrastructure & Economic Growth	(0.126)	(0.039)	0.087	0.000	0.000
Scottow Enterprise Park	(0.049)	0.000	0.049	0.000	0.000

Environment and waste	(10.740)	(9.977)	0.763	(9.901)	(9.823)
Abandoned vehicles	(0.006)	(0.006)	0.000	(0.006)	(0.006)
Waste management fund	(0.708)	(0.393)	0.315	(0.393)	(0.393)
Closed landfill Sites	(9.423)	(9.010)	0.413	(8.945)	(8.878)
Energy & Efficiency	(0.005)	0.000	0.005	0.000	00.000
Historic Environment	(0.420)	(0.415)	0.005	(0.415)	(0.415)
Planning services	(0.047)	(0.033)	00.014	(0.033)	(0.033)
Vehicle R&R fund	(0.131)	(0.120)	0.011	(0.109)	(0.098)
Highways & Transport	(15.666)	(10.589)	5.077	(10.071)	(9.603)
Parking Receipts	(0.462)	(0.362)	0.100	(0.262)	(0.162)
Commuted Sums	(3.252)	(2.829)	0.423	(2.656)	(2.473)
Winter maintenance reserve	(0.355)	(0.355)	0.000	(0.355)	(0.355)
Highways Maintenance	(0.194)	(0.134)	0.060	(0.134)	(0.134)
A47 - reserve	(1.000)	(1.000)	0.000	(1.000)	(1.000)
Street Lighting PFI - Sinking Fund	(6.995)	(2.711)	4.284	(2.526)	(2.341)
Highways Network	(0.408)	(0.408)	0.000	(0.408)	(0.408)
Transport Services	(3.000)	(2.790)	0.210	(2.730)	(2.730)
Better Broadband	(0.457)	(0.520)	(0.063)	(0.520)	(0.520)
Total EDT	(29.817)	(22.432)	7.385	(21.345)	(20.576)

The forecast use of reserves are based on planned use of reserves as identified as part of the budget setting process and to support project expenditure carried forward. The £4.284m forecast movement on the street lighting sinking fund is reflects the planned investment in LED street lights and the planned annual contribution to PFI contract cost.

5. Financial Implications

5.1. There are no decisions arising from this report. The financial position for EDT services is set out within the paper and appendices.

6. Issues, risks and innovation

6.1. This report provides financial performance information on a wide range of services responsible to the committee.

Officer Contact

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

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Environment, Development & Transport Committee

Item No.

Report title:	Update on the following Offshore Windfarm Proposals: (a) Norfolk Vanguard and (b) Hornsea Project Three
Date of meeting:	11 November 2016
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact <p>The above offshore windfarm proposals will be determined as Nationally Significant Infrastructure Projects under the 2008 Planning Act. Norfolk County Council is a statutory consultee on such projects and therefore has the opportunity to comment and influence the final decision. Responding to such consultations will ensure the County Council's views are formally taken into account prior to a final decision being made by the Secretary of State. At this stage no formal applications have been submitted and therefore this report simply updates members on each of the two NSIP proposals for information purposes.</p>	

Executive summary

The key issues are set out below:

- The two offshore proposals have the potential to generate over 4 GWs of electricity – enough to supply 3.3 million households;
- Despite the scale of development the windfarms should not be visible from onshore given their distance out to sea;
- As these are substantial developments with a generating capacities over 100 MW, both windfarm proposals will be determined as Nationally Significant Infrastructure Projects (NSIPs) under the 2008 Planning Act;
- The ultimate planning decision for these projects rests with the Secretary of State for Business, Energy and Industrial Strategy;
- The County Council is a key stakeholder and statutory consultee in the NSIP decision-making process. Members will have an opportunity to formally comment on the applications (see internal procedures attached);
- The key onshore infrastructure requirements for each proposal is likely to include: onshore booster/relay stations situated within 0-5 km (Vanguard) and 10-15km (Hornsea) from where the electricity cable makes landfall; underground electricity cable routes; and new infrastructure will be required where the onshore cable route connects to the National Grid (i.e. a new substation at Necton [Norfolk Vanguard Project] and Norwich Main [Hornsea Project 3]);
- The principal role of the County Council in responding to the above proposals will be in respect of the Authority's statutory roles as: Highways Authority; Minerals and Waste Planning Authority; and Lead Local Flood Authority. The County Council will also provide environmental and economic development advice/comments on these proposals.

Recommendations:

It is recommended that members note the contents of this report.

1. Proposal

- 1.1. The purpose of this report is to inform and provide members with a factual background on the following two offshore windfarm proposals off the Norfolk Coast: (a) Norfolk Vanguard and (b) Hornsea Project Three. While both these proposals are for offshore projects, there will be considerable onshore infrastructure works required associated with the electricity cable routes making landfall and grid connection in Norfolk. The onshore works will form part of each application/proposal.
- 1.2. Given the scale of these projects they will be determined by the Secretary of State for Business, Energy and Industrial Strategy under legislation set out in the Planning Act 2008. Under this legislation the projects are identified as Nationally Significant Infrastructure Projects (NSIPs). The planning regime is described in more detail below.
- 1.3. This report sets out the broad scope of each of the offshore projects (see table below), together with their likely onshore infrastructure requirements. In addition the report will provide an explanation of the planning processes the projects will need to go through and the County Council's role in that process.
- 1.4. It should be made clear that at this stage no formal applications have been submitted by either of the two applicants Vattenfall (Norfolk Vanguard Project) or DONG Energy (Hornsea Project Three). As such this report is not canvassing the views of members on the merits or otherwise of the two proposals.

The Projects

- 1.5. The projects comprise the following:

	Norfolk Vanguard	Hornsea Project 3
Applicant:	Vattenfall – Swedish energy company.	DONG Energy – Danish energy company.
Proposed Capacity of Project:	1.8 GW (1.3 million household with electricity)	2.4 GW (over 2 million households)
Offshore works	Offshore turbines (numbers to be confirmed); and cable route (TBC).	Offshore turbines (numbers to be confirmed); and cable route (TBC).
Distance from Shore	47 km Will not be visible from onshore	120 km Will not be visible from onshore
Site area (see Maps in Appendix 1)	591 sq.km	696 sq.km
Onshore Works (see Maps in Appendix 2)	Landfall infrastructure; onshore High Voltage Alternating Current (HVAC) booster station (if required); underground cables connecting to the National Grid and a new substation.	Landfall infrastructure; onshore HVAC booster station (if required); underground cables connecting to the National Grid and new or extended substation.
Landfall Search area (see Maps in Appendix 2)	Between Bacton Green & Eccles on Sea	Weybourne area

Cable relay/HVAC booster station	Required if electricity brought ashore using AC technology within 0-5 km of landfall. (Approx. dimensions 150m x 75m x 15m ht)	Required if electricity brought ashore using AC technology within 10-15 km of landfall. Maximum height 12 m Footprint not known
Grid Connection – Location	Existing National Grid Necton substation	Norwich Main (Stoke Holy Cross)
Substation	New sub-station foot print = 300m x 250m by 20m ht.	Within vicinity of Norwich Main – size TBC

NB A booster station will only be required if HVAC transmission technology is utilised.

In addition to the Norfolk Vanguard proposal it is understood that Vattenfall will be pursuing a separate offshore wind farm proposal known as the Norfolk Boreas. The process on this “sister” project will begin in 2017. The Map in Appendix 1 shows the Norfolk Boreas location.

The Planning Process and County Council’s Role

- 1.6. As indicated above these offshore wind projects are defined under the 2008 Planning Act as Nationally Significant Infrastructure Projects (NSIPs) and as such are determined under the NSIP planning process. Under the NSIP process the final decision on the individual projects rests with the Secretary of State (SoS) for Business, Energy and Industrial Strategy.
- 1.7. The County Council is a statutory consultee throughout the NSIP Process and has in place procedures for handling such consultations, which have been agreed by this Committee in November 2015) (see Appendix 3). The principal role of the County Council in responding to the above wind farm proposals, and their onshore infrastructure requirements, will be in respect of the authority’s statutory roles as:
 - Highways Authority;
 - Minerals and Waste Planning Authority; and
 - Lead Local Flood Authority
- 1.8. In addition the County Council has an advisory environmental role and economic development function, which will feed into any response made to the above windfarm proposals.
- 1.9. The key stages NSIP Planning Stages are set out below:
- 1.10. **Pre-Application Stage**
 - The Developer will meet with LAs to discuss their project. There have been a series of officer-level meetings with both Vattenfall and DONG Energy throughout the summer (2016). This culminated in a member briefing from the two companies involving the Chair and Vice Chair of this Committee in September 2016. The Chair and Vice Chair of both EDT Committee and Economic Sub-Committee and the party spokes on both Committees have been kept apprised of these meetings and any actions arising.
 - Technical Scoping to determine the content and extent of assessment to be covered in the Environmental Impact Assessment (EIA). The EIA is the key document needed by the applicant to support their application. This technical work is undertaken at officer level and is currently on-going;
 - **Formal Pre-application Consultation** (under Section 42 of the 2008

Planning Act) – the Local Authority (LA) has an opportunity to comment on the developer's proposals which will be supported by a preliminary environmental impact report (PEIR). The LA has **28 days** to respond. This is the key stage to raise any formal representations etc. Members are involved in the decision making process at this stage under agreed procedures. The table below shows that the Section 42 consultation for both projects is not expected until the second half of 2017;

1.11. **Acceptance Stage**

Consultation from the Planning Inspectorate on the adequacy of consultation from the applicant on the preceding stage (Section 42);

1.12. **Pre Examination Stage**

Formal Consultation on the final application (under Section 56 of the 2008 Planning Act), which is accompanied by a full Environmental Impact Assessment (EIA). The LA has **28 days** to respond. Members are again involved in the decision making process at this stage under agreed procedures. The table below indicates that both applications are likely to be submitted in the second quarter of 2018.

1.13. **Examination**

This is followed by a formal Examination in Public which will last up to 6 months and will be overseen by the Planning Inspectorate (who will appoint an Examining Authority Panel). The LA will be invited to prepare and submit a Local Impact Report (LIR) indicating the likely impact the proposal will have on their area. The LA has the opportunity to make any representations at this stage.

1.14. **Decision**

The Examining Authority Panel (Planning Inspectorate) will make a recommendation within 3 months of the ending of the Examination which is issued to the Secretary of State. The final decision rests with the Secretary of State (SoS) (Department of Business, Energy and Industrial Strategy), who has to make a decision within 3 months of the Examining Authority's recommendation.

Timescales and next steps

1.15. The provisional timetable for the two offshore projects is set out below:

	Norfolk Vanguard	Hornsea Project Three
Scoping Report – technical consultation	First week October 2016	4 th week October 2016
First round of public information days	3 rd and 4 th week October 2016	31 st October – 9 th November 2016
Statutory S.42 Consultation	Q4 2017	Q3 2017
Statutory S.56	Q 2 2018	Q2 2018
Determination	Q4 2019	2019
Construction	Early 2020s	2022 - 2025

1.16. The above timetable is very much provisional at this stage, although the key dates for the County Council are the Statutory S.42 and S.56 consultations in 2017 and 2018 respectively. This will be when the County Council has the opportunity to formally comment on the pre-application and final applications submitted by the two offshore wind energy companies.

2. Evidence

2.1. At a national level the key drivers for renewable energy are:

- Reducing greenhouse gases;
- Providing energy security; and
- Maximising economic opportunities.

2.2. The Energy Act 2008 seeks to strengthen the Renewables Obligation to drive greater and more rapid deployment of renewable energy in the UK. The government's long term aspiration is to increase the diversity of the electricity mix, thereby improving the reliability of energy supplies as well as lowering carbon emissions. The Government has a target of meeting 15% of the UK's energy needs from renewable energy by 2020.

2.3. The table below shows the UK offshore Wind Capacity as of April 2015:

UK Offshore Output

Status	Output
Total Operational /Installed Capacity	4,039 MW (4 GW)
Under Construction Capacity	1,715 MW (1.7 GW)
Consented	7,402 MW (7.4 GW)
In Planning	5,200 MW (5.2 GW)
Pre-application	5,504 MW (5.5 GW)

3. Financial Implications

3.1. Finance: - No direct financial implications at this stage. The County Council is in discussion with both companies regarding the financing of additional workloads arising from the two applications.

3.2. Staff: - Staff will engage with the two applicants at the technical scoping stage attending any necessary steering group and/or topic based meetings and provide any technical advice and information in respect of the County Council's statutory responsibilities. The County Council will where appropriate charge for any advice and/or technical data provided.

4. Background

4.1. The key potential implications on Norfolk arising from these projects will be in relation to:

1. Onshore grid connection (i.e. onshore cable route; new substations; and any relay/HVAC booster stations) and the potential environmental implications on the County in respect of its role as Minerals and Waste Planning Authority and Lead Local Flood Authority;
2. Norfolk's environment – potential implications of the cable route and any onshore infrastructure on designated sensitive sites/areas;
3. Potential highway issues associated with the onshore cable routes and any onshore construction works required;
4. Economic implications in terms of possible new jobs in manufacturing; onshore marshalling and assembly; offshore construction; and operations

& maintenance;

5. Offshore fishing - potential implications on the County's established fishing industry particularly during construction;
6. Shipping and navigation - possible implications on port activity;
7. Marine aggregates – possible implications for offshore marine aggregate being commercially viable.

4.2. At this early stage in the planning process the County Council is not being asked to provide any formal comments on the merits of the two wind farm proposals above. Member and officer-level meetings to date with the two companies have identified the above potential issues which will need to be addressed through the formal planning process.

Background Papers

The Planning Act 2008 (<http://www.legislation.gov.uk/ukpga/2008/29/contents>);

Norfolk Vanguard Offshore Wind Farm Web - Site: <http://norfolkvanguard.vattenfall.co.uk/>

Hornsea Project Three Web-Site: <http://www.dongenergy.co.uk/uk-business-activities/wind-power/offshore-wind-farms-in-the-uk/hornsea-project-three-development>

Officer Contact

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

Officer name : Stephen Faulkner **Tel No. :** 01603 222752

Email address : stephen.faulkner@norfolk.gov.uk



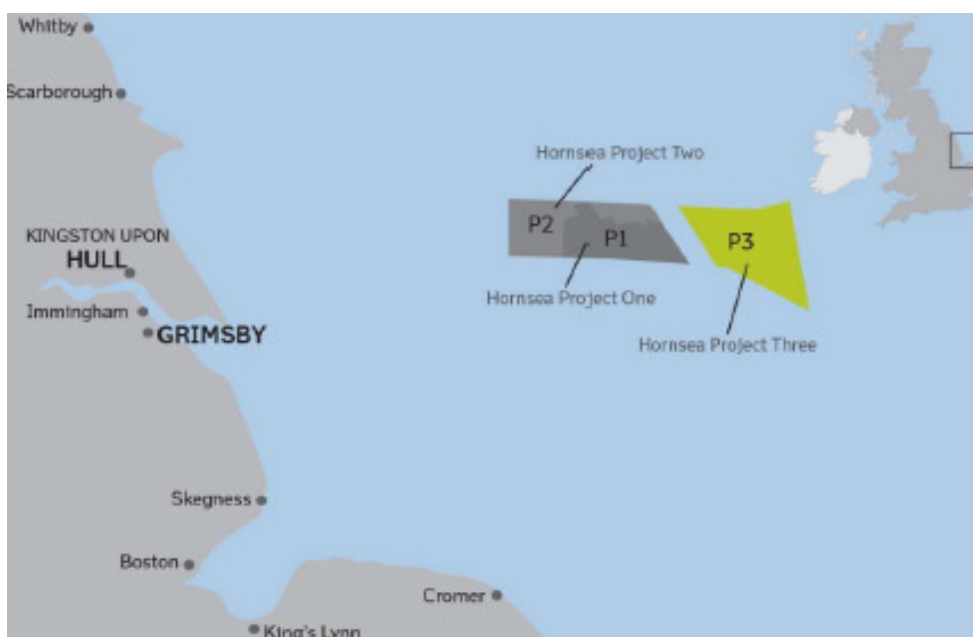
If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Location of Offshore sites

(a) Norfolk Vanguard Proposal and Norfolk Boreas

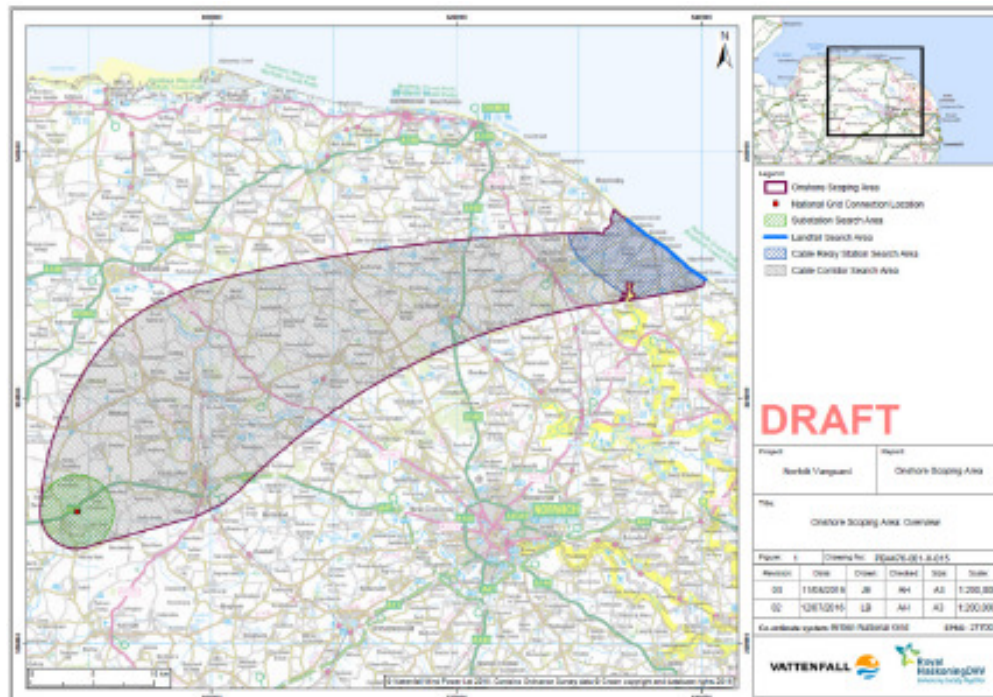


(b) Hornsea Project Three

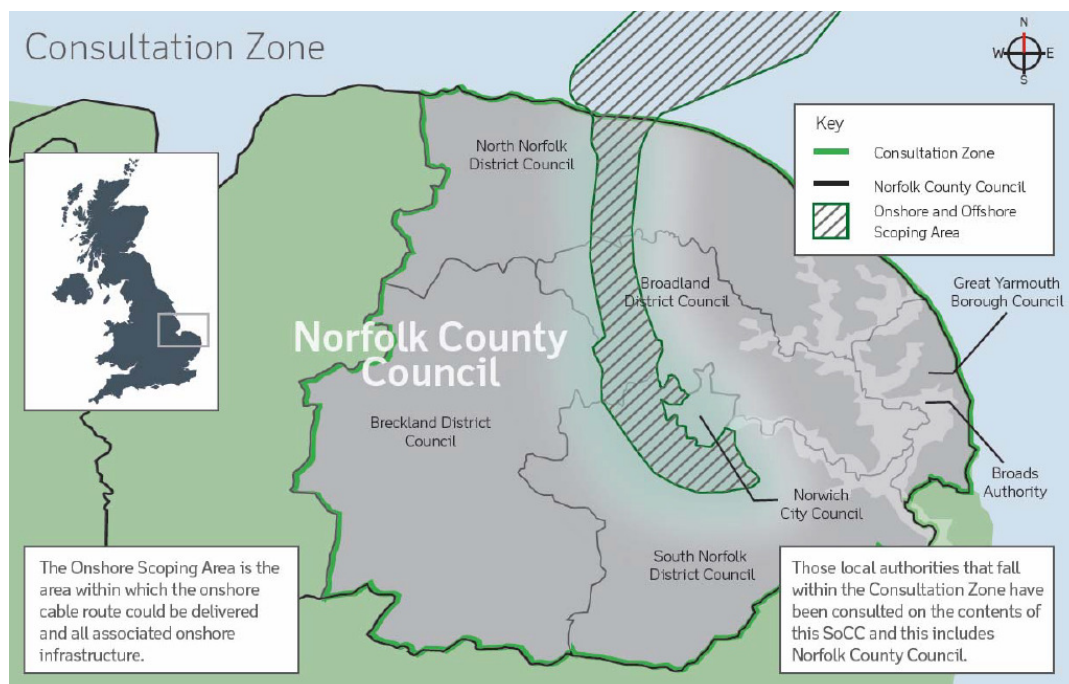


Onshore Land fall; Cable relay/booster station; Cable Route and Substation search areas

(a) Norfolk Vanguard



(b) Hornsea Project Three



Norfolk County Council Agreed Procedures for handling NSIPs - November 2015

Internal Procedures for dealing with Consultations on Nationally Significant Infrastructure Projects (NSIPs)

Norfolk County Council (NCC) November 2015

Planning Inspectorate (PINs) Key statutory deadlines for Local Authorities (LAs)	Time - scale	NCC procedure
(1) Projects in Norfolk This includes those projects located in the County as well as those projects which have ancillary development in the County e.g. offshore wind farms with ancillary onshore (grid connection) development.		
(a) Pre-Application Stage		
Promoter/Applicant meet/discuss their proposal with LA		Case Officer will meet with promoter/applicant on request. Case Officer to inform local member/s affected by the proposal of discussion/s. This will normally be done by email.
LA consulted on applicant's Statement of Community Consultation (SoCC)	28 Days	Officer-level response needed at this stage (i.e. dealt with under delegated officer powers)
Community Engagement exercise – e.g. public exhibitions (informal)		Case officer to attend where necessary and inform local County Council member
LA consulted on applicant's Environmental Impact Assessment (EIA) Scoping Opinion consultation.	28 Days	Delegated Officer-level response needed at this stage
Pre-application consultation (S42 of 2008 Planning Act) Assess Preliminary Environmental Impact Report (PEIR)	Min 28 Days	<ol style="list-style-type: none"> 1. Consult local members directly effected by proposal (i.e. in or adjacent to their division); 2. Depending on scale and type of the proposed development the case officer will need to: <ul style="list-style-type: none"> • Prepare a Report to a scheduled Committee

		<p>meeting; or</p> <ul style="list-style-type: none"> • Prepare a Report to an extraordinary meeting of the Committee where a meeting cannot be fitted into the scheduled Committee cycle: or • Urgent Decisions will be taken in accordance with the Procedures set out in Part 7.1 of the County Council's Constitution; • Where appropriate delegated officer-level comments may be made if there are no demonstrable impacts on the County Council; the local member is in agreement or has raised no strong concerns; and the proposal is consistent with County Council Policy. <p>3. Case officer to respond to Applicant and PINs accordingly.</p>
(b) Acceptance		
Consultation from PINs on adequacy of consultation statement	14 days	Delegated Officer-level response needed at this stage
(c) Pre-examination		
<p>Submission of relevant representation (Section 56 of the Planning act 2008) i.e. comment on the merits of the application</p> <p>In practice this timescale unlikely to be extended given that PINs have a very tight timescale to turn around the examination.</p>	Min of 28 days	<ol style="list-style-type: none"> 1. Consult local members directly effected by proposal; 2. Depending on scale and type of the proposed development the case officer will need to either prepare: <ul style="list-style-type: none"> • Prepare a Report to a scheduled Committee meeting; or • Prepare a Report to an extraordinary meeting of the Committee where a meeting cannot be fitted into the scheduled Committee cycle: or • Urgent Decisions will be taken in accordance with the Procedures set out in Part 7.1 of the County Council's Constitution; • Where appropriate delegated officer-level comments may be made if there are no

		<p>demonstrable impacts on the County Council; the local member is in agreement; or has raised no strong concerns and the proposal is consistent with County Council Policy.</p> <p>3. Case officer to respond to PINs accordingly.</p>
LA invited to prepare Local Impact Report (LIR) – timescale set at Preliminary Meeting		Case officer to assemble information which will underpin the LIR and consider whether there is any opportunity for preparing a joint LIR with another LA.
(d) Examination		
<p>LA to prepare and submit LIR to IPC (i.e. setting out the impact of the development on the LA area).</p> <p>(LIR referred to under s60(3) of the 2008 Planning Act)</p>	Approx . 6 weeks	Case officer to prepare LIR – this will be a factual paper highlighting local policies and issues. The LIR can be prepared jointly with another LA/s. The LIR may consider S106 issues and draft planning conditions (i.e. mitigation measures needed).
Submission of detailed Written representations –	Min 21 days	Case office to prepare a formal statement of case.
(e) Decision		
PINs make a recommendation to the SoS within 3 months of the end of examination process		No action required at this stage.
Secretary of State makes decision within 3 months of PINs recommendations		Case Officer to inform the Committee members of the SoS's decision via email and whether any further action is needed (such as whether there is a need for mounting a legal challenge).
(f) Post decision		
Period of legal challenge	6 weeks	Where appropriate the Case Officer will instruct legal service to mount a legal challenge should the need arise and if this action has been sanctioned by members.
Key stages involving members is highlighted under stages (a) and (c) above.		

<p>(2) Projects in Adjacent Local Authorities or Offshore</p> <p>This includes all those projects outside Norfolk where there will not be any direct development or ancillary development in the County.</p>		
(a) Pre-Application Stage		
Promoter/Applicant meet/discuss their proposal with LA		<p>Case Officer will meet with promoter/applicant on request.</p> <p>Case Officer to inform all local member/s affected by the proposal of discussion/s. This will normally be done by email.</p>
LA consulted on applicant's Statement of Community Consultation (SoCC)	28 Days	Officer-level response needed at this stage (i.e. dealt with under delegated officer powers)
Community Engagement exercise – e.g. public exhibitions (informal)		Case officer to attend where necessary and inform local County Council member
LA consulted on applicant's Environmental Impact Assessment (EIA) Scoping Opinion consultation.	28 Days	Delegated Officer-level response needed at this stage
<p>Pre-application consultation (S42 of 2008 Planning Act)</p> <p>Assess Preliminary Environmental Impact Report (PEIR)</p>	Min 28 Days	<p>1 Consult local members directly effected by proposal (i.e. in or adjacent to their division);</p> <p>2 Delegated officer-level comments will be made providing:</p> <p>(a) there is no demonstrable impact on the County Council;</p> <p>(b) the local member is in agreement or has raised no strong concerns and</p> <p>(c) the proposal is consistent with County Council Policy.</p> <p>Where the above criteria are not met the case officer will need to:</p> <ul style="list-style-type: none"> • Prepare a Report to a scheduled Committee meeting; or • Prepare a Report to an extra-ordinary meeting of the Committee where a meeting cannot be fitted into the scheduled Committee cycle: or • Urgent Decisions will be taken in accordance with the Procedures set out in Part 7.1

		<p>of the County Council's Constitution.</p> <p>3 Case officer will respond to the Applicant and PINs accordingly.</p>
(b) Acceptance		
Consultation from PINs on adequacy of consultation statement	14 days	Delegated Officer-level response needed at this stage
(c) Pre-examination		
<p>Submission of relevant representation (Section 56 of the Planning act 2008) i.e. comment on the merits of the application</p> <p>In practice this timescale unlikely to be extended given that PINs have a very tight timescale to turn around the examination.</p>	Min of 28 days	<p>1 Consult local members directly affected by proposal;</p> <p>2 Delegated officer-level comments will be made providing:</p> <p>(a) there is no demonstrable impact on the County Council;</p> <p>(b) the local member is in agreement or has raised no strong concerns and</p> <p>(c) the proposal is consistent with County Council Policy.</p> <p>Where the above criteria are not met the case officer will need to:</p> <ul style="list-style-type: none"> • Prepare a Report to a scheduled Committee meeting; or • Prepare a Report to an extra-ordinary meeting of the Committee where a meeting cannot be fitted into the scheduled Committee cycle: or • Urgent Decisions will be taken in accordance with the Procedures set out in Part 7.1 of the County Council's Constitution. <p>3 Case officer will respond to the Applicant and PINs accordingly.</p>
LA invited to prepare Local Impact Report (LIR) – timescale set at Preliminary Meeting		Case officer to assemble information which will underpin the LIR and consider whether there is any opportunity for preparing a joint LIR with another LA.

(d) Examination		
LA to prepare and submit LIR to IPC (i.e. setting out the impact of the development on the LA area). (LIR referred to under s60(3) of the 2008 Planning Act)	Approx 6 weeks	Case officer to prepare LIR – this will be a factual paper highlighting local policies and issues. The LIR can be prepared jointly with another LA/s. The LIR may consider S106 issues and draft planning conditions (i.e. mitigation measures needed).
Submission of detailed Written representations –	Min 21 days	Case office to prepare a formal statement of case.
(e) Decision		
PINs make a recommendation to the SoS within 3 months of the end of examination process		No action required at this stage.
Secretary of State makes decision within 3 months of PINs recommendations		Case Officer to inform the Committee members of the SoS's decision via email and whether any further action is needed (such as whether there is a need for mounting a legal challenge).
(f) Post decision		
Period of legal challenge	6 weeks	Where appropriate the Case Officer will instruct legal service to mount a legal challenge should the need arise and if this action has been sanctioned by members.

Environment, Development and Transport Committee

Item No.

Report title:	Forward Plan and decisions taken under delegated authority
Date of meeting:	11 November 2016
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact <p>The Committee Forward Plan sets out the items/decisions programmed to be brought to this Committee for consideration in relation to environment, development and transport issues in Norfolk. The plan helps the Committee to programme the reports and information it needs in order to make timely decisions. The plan also supports the Council's transparency agenda, providing service users and stakeholders with information about the Committee's business. It is important that there is transparency in decision making processes to enable Members and the public to hold the Council to account.</p>	

Executive summary

This report sets out the Forward Plan for the Environment, Development and Transport Committee. The Forward Plan is a key document for this committee to use to shape future meeting agendas and items for consideration, in relation to delivering environment, development and transport issues in Norfolk.

Each of the Council's committees has its own Forward Plan, and these are published monthly on the County Council's website. The Forward Plan for this Committee (as at 25 October 2016) is included at Appendix A.

This report is also used to update the Committee on relevant decisions taken under delegated powers by the Executive Director within the Terms of Reference of this Committee. There is one relevant delegated decision to report to this meeting.

Recommendations:

- 1. To review the Forward Plan and identify any additions, deletions or changes to reflect key issues and priorities the Committee wishes to consider.**
- 2. To note the delegated decisions set out in section 2.**

1. Forward Plan

- 1.1. The Forward Plan is a key document for this committee in terms of considering and programming its future business, in relation to environment, development and transport issues in Norfolk.
- 1.2. The current version of the Forward Plan (as at 25 October 2016) is attached at Appendix A.
- 1.3. The Forward Plan is published monthly on the County Council's website to enable service users and stakeholders to understand the planning business for this Committee. As this is a key document in terms of planning for this Committee, a live working copy is also maintained to capture any

changes/additions/amendments identified outside the monthly publishing schedule. Therefore, the Forward Plan attached at Appendix A may differ slightly from the version published on the website.

- 1.4. There have been some additions and changes to the Forward Plan since it was last reviewed by this Committee in May. Most of the changes have been agreed at Committee meetings; other changes for future meetings are summarised below.

- 2017-18 Budget and Medium Term Financial Planning 2017-18 to 2019-20 added for January meeting
- Recommendations of the Greater Norwich Partnership Board added for January meeting
- Flood & Water Management Team Funding Policy – moved to January meeting

- 1.5. At the last meeting, the Committee agreed that it would be useful to arrange for flooding key stakeholders (e.g Anglian Water, the Environment Agency) to a seminar or similar event to discuss issues in more detail. The Head of Planning Services is developing a proposal for this.

- 1.6. If any further changes are made to the programme in advance of this meeting they will be reported verbally to the Committee.

2. **Delegated decisions**

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

Subject: Breckland District Council consultation on Local Plan Preferred Site Options and Settlement document (Regulation 18 Consultation)

Decision: The County Council is a statutory consultee in the Local Plan process. A response from the County Council has been submitted to Breckland District Councils. The response raised a number of concerns which, if not addressed, could potentially make the Plan 'unsound' and lead to the need for a formal objection from the County Council at the next consultation stage. In addition, the response also provided detailed comments on environmental issues/green infrastructure, minerals and waste matters and corporate property issues.

Taken by: Executive Director of CES (Tom McCabe) in consultation with EDT Chair (Martin Wilby) and Vice Chair (Jonathon Childs)

Taken on: 14 October 2016

Contact for further information: Stephen Faulkner – Principal Infrastructure and Economic Growth Planner
Email stephen.faulkner@norfolk.gov.uk
Phone 0344 800 8020

3. **Evidence**

- 3.1. Bringing together the business for this Committee into one Forward Plan enables Members to understand all of the business programmed. This is a tool to support the Committee to shape the overall programme of items to be considered to ensure they reflect the Committee's priorities and responsibilities.

4. Financial Implications

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

5. Issues, risks and innovation

- 5.1. The Forward Plan indicates the issues/decisions which have potential implications for other service committees. There are separate Forward Plans owned by each Committee, including the Economic Development Sub-Committee.

6. Background

N/A

Officer Contact

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

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Tel No. : 01603 222867

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



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Forward Plan for EDT Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
Meeting : Friday 27 January 2017			
Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on	None	To receive feedback	Members
Update from Economic Development Sub Committee	None	To note	Acting Assistant Director Economic Dev and Strategy (Vince Muspratt)
Forward Plan and decisions taken under delegated authority	None	To review the Committee's forward plan and agree any amendments/additions and to note the decisions taken under delegated authority	Business Support and Development Manager (Sarah Rhoden)
Performance management report	Link to Ec Dev Sub-Committee	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Finance Monitoring report	None	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
2017-18 Budget and Medium Term Financial Planning 2017-18 to 2019-20	All Service Committees will consider a report in January	To consider the outcomes of the public consultation on proposals for 2017/18.	Finance Business Partner (Andrew Skiggs)

Forward Plan for EDT Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
Buses Bill – update on new legislation	No	Update on the new Buses Bill and potential opportunities and implications.	Assistant Director Highways and Transport (Tracy Jessop)
Recommendations of the Greater Norwich Partnership Board	Not at this stage	To consider any recommendations from the September meeting of the GNDP Board. This will be the first meeting of the re-constituted Board and it will be considering a report on the early stages of the development of the Greater Norwich Local Plan.	Principal Planner (Phil Morris)
Flood & Water Management Team Funding Policy	None	To consider and adopt a Funding Policy for the Flood & Water Management Team which sets out an evidenced and risk based approach to responding to community flood mitigation needs.	Flood & Water Team Manager (Graham Brown)
Highway capital programme and Transport Asset management Plan (TAMP)	None	To approve the highways capital programme/funding, and some changes to the Transport Asset Management Plan.	Head of Highways (Nick Tupper)
Meeting : Friday 17 March 2017			
Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on	None	To receive feedback	Members

Forward Plan for EDT Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
Update from Economic Development Sub Committee	None	To note	Acting Assistant Director Economic Dev and Strategy (Vince Muspratt)
Forward Plan and decisions taken under delegated authority	None	To review the Committee's forward plan and agree any amendments/additions and to note the decisions taken under delegated authority	Business Support and Development Manager (Sarah Rhoden)
Performance management report	Link to Ec Dev Sub-Committee	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Finance Monitoring report	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Highway Parish partnership schemes 2016/17	None	To approve parish/town council bids for small highway improvements	Head of Highways (Nick Tupper)

Items for future meetings	Outline timescale	Requested committee action (if known)	Lead officer
Recommendations of the Greater Norwich Partnership Board	To be added to first committee after March	To consider any recommendations from the September meeting of the GNDP Board. This will be the first meeting of the re-constituted Board and it will be considering a report on	Principal Planner (Phil Morris)

Forward Plan for EDT Committee

Appendix A

Items for future meetings	Outline timescale	Requested committee action (if known)	Lead officer
		the early stages of the development of the Greater Norwich Local Plan.	
Opportunities to increase commercial activity for the highways service – business case	By September 2017	To consider a Business Case to help inform the potential for a more commercial trading organisation.	Head of Highways (Nick Tupper)

Regular items	Frequency	Requested committee action (if known)	Lead officer
Update from Economic Development Sub Committee	Every meeting (where the Sub-Committee have met prior)	To note	Assistant Director Economic Dev and Strategy (Fiona McDiarmid)
Forward Plan and decisions taken under delegated authority	None	To review the Committee's forward plan and agree any amendments/additions and to note the decisions taken under delegated authority	Business Support and Development Manager (Sarah Rhoden)
Performance management	Four meetings each year – May, July, September and November	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	Four meetings each year – May, July, September and November	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson)
Finance Monitoring report	Every meeting	To review the service's financial position in relation to the revenue	Finance Business Partner (Andrew Skiggs)

Forward Plan for EDT Committee

Appendix A

Regular items	Frequency	Requested committee action (if known)	Lead officer
		budget, capital programme and level of reserves.	
Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on	Every meeting	To receive feedback	Members