



**Norfolk** County Council  
at your service

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

Date: **Wednesday 9 May 2012**

Time: **10.30am**

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

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

### **Membership**

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

### **Non Voting Cabinet Members**

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

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

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

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

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

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

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

**2 Election of Chairman**

**3 Election of Vice-Chairman**

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

(Page **1**)

To confirm the minutes of the Environment Transport and Development Overview & Scrutiny Panel meeting held on 14 March 2012.

**5 Members to Declare any Interests**

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

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

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

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

**7 Public Question Time**

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

Please submit your question(s) to the person named on the front of this agenda by **5pm on Thursday 3 May 2012**. For guidance on submitting public questions, please refer to the Council Constitution Appendix 10, Council Procedure Rules or [Norfolk County Council - Overview and Scrutiny Panel Public Question Time and How to attend Meetings](#)

**8 Local Member Issues/Member Questions**

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

Please submit your question(s) to the person named on the front of this agenda by **5pm on Thursday 3 May 2012**

**9 Cabinet Member Feedback on previous Overview & Scrutiny Panel comments** (Page **15**)

**Scrutiny Items:**

**10 Forward Work Programme: Scrutiny** (Page **19**)

To review and develop the programme for scrutiny.

**11 The National Planning Policy Framework** (Page **25**)

To consider the National Planning Policy Framework (NPPF) and agree that Norfolk County Council is well placed to manage the changes that will result and agree that the County Council should take full advantage of opportunities to deliver sustainable development.

**Overview Items:**

**12 3 County Partnership – Energy Sector Market Visit to China.**

Presentation from Ann Steward (Cabinet Member for Economic Development, Norfolk County Council) and Peter Manning (Head of International Trade, Essex County Council) on the Cabinet Member's recent visit to Jiangsu, China.

**13 Procurement of ETD Highways and Related Services from 2014.** (Page **37**)

To consider the report updating Members on the progress with the re-procurement exercise and recommend to Cabinet that decisions other than those detailed in 2.2 and 2.3 are delegated to the Director of Environment, Transport and Development in consultation with the cross-party Member Board and the Head of Procurement.

**14 Recycling Centre Service - Commissioning** (Page **49**)

To consider the report and make a recommendation to Cabinet on entering into an SLA contract with NEWS, and agree that a project Board be established.

**15 Environment, Transport and Development Department Integrated Performance and Finance Monitoring Report 2011/12.** (Page **59**)

To comment on the progress against ETD's service plan actions, risks and budget and consider whether any aspects should be identified for further scrutiny.

**Group**

**Conservative 9.30am**

**Liberal Democrats**

**Meetings**

**9.30am**

**Colman Room**

**Room 504**

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

Date Agenda Published: Monday 30 April 2012



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# **Norfolk** County Council at your service

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

### **Minutes of the Meeting held on 14 March 2012**

#### **Present:**

Mr A Byrne (Chairman)

Mr A Adams

Dr A Boswell

Mr B Bremner

Miss C Casimir

Mrs M Chapman-Allen

Michael Chenery of Horsbrugh

Mr N Dixon

Mr P Duigan

Mr T East

Mr B Iles

Mrs J Leggett

Dr M Strong

Mr J Ward

Mr R Wright (Vice Chairman)

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

Mr H Humphrey

Mrs A Steward

Community Protection

Economic Development

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

Mr J Mooney

Mr B H A Spratt

Environment and Waste

Planning and Transportation

### **1 Apologies**

Apologies were received from Mr B Borrett, Mr P Rice (Miss C Casimir substituting), Mr A White (Mrs J Leggett substituting), Mr M Langwade and Mr G Plant.

### **2 Minutes of the meeting held on 11 January 2012**

The minutes of the meeting held on 11 January 2012 were agreed as an accurate record and signed by the Chairman, subject to the inclusion of Dr Strong's praise for officers in helping parish councils understand the work carried out by Highway and Community Rangers.

### **3 Declaration of Interests**

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

### **4 Items of Urgent Business**

There were no items of urgent business.

**5 Public Question Time**

There were no public questions.

**6 Local Member Issues/Member Questions**

There were no local Member issues or Member questions.

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

The Panel received the annexed report (7) by the Cabinet Members for Planning and Transportation, Economic Development, Environment and Waste, and Community Protection.

The Director of Environment, Transport and Development responded to a question regarding the legal challenge to the Joint Core Strategy to explain that the Order to remedy the situation had not yet been agreed by all parties.

**8 Forward Work Programme: Scrutiny**

The annexed report (8) by the Director of Environment, Transport and Development was received by the Panel setting out the forward work programme for scrutiny.

The Senior Business Support Manager, ETD said Mobile Phone Coverage for Rural and Urban Areas in Norfolk and the Digital TV switchover were agenda items.

**RESOLVED**

The Panel agreed the Outline Scrutiny Programme as set out in Appendix A of the report, the scrutiny topics listed and the reporting dates.

**9 Scrutiny of Mobile phone coverage for rural and urban areas in Norfolk and the digital switchover – progress update.**

The Panel received the annexed report (9) by the Chairman of the Scrutiny Working Group, giving an update on the progress made by the Scrutiny Working Group since the last report in September 2011.

The Chairman of the Scrutiny Working Group, Mr P Duigan introduced the report. He thanked the Trading Standards service for all their hard work in facilitating the digital switchover. The Chairman of the Working Group advised the Panel that they were now looking at mobile phone provision in Norfolk. He said the working group had experienced some difficulty in ascertaining the extent of the 'non-spots' in Norfolk and this had been due to delays in providers passing on relevant information.

The Scrutiny Working Group requested that Digital Radio be included in the terms of reference and asked that the Panel endorse the terms of reference to include this topic.

The Cabinet Member for Economic Development said that the Government had announced a £150m in mobile phone coverage as part of the Autumn Statement. She stressed that this infrastructure is much needed in Norfolk and that she had expressed this view to Government. However, it is unlikely that there would be an opportunity to bid directly for this funding.

## **RESOLVED**

The Panel noted the progress made and approved the conclusion of the Digital TV switchover element of the Working Group's scrutiny.

The Panel approved the revised terms of reference for the Working Group, as set out at Appendix A to the report, which had been extended to include Digital Radio.

### **10 Delivering economic growth in Norfolk – the strategic role for Norfolk County Council.**

The Panel received the annexed report (10) by the Director of Environment, Transport and Development. The paper outlined the draft strategy on how Norfolk County Council would support economic growth in Norfolk. The draft strategy had been brought to the Panel meeting prior to it being submitted to Cabinet in April 2012.

The Cabinet Member for Economic Development introduced the paper and emphasised the support that Norfolk County Council could offer to new businesses to assist them to get started.

The Cabinet Member for Economic Development said she was pleased to be able to unlock some money to assist companies in offering apprenticeships. She added that a lot of work was being undertaken to get companies and individuals interested in offering apprenticeships and in getting the message to young people that long-term apprenticeships were available for them to consider when looking at career options. She thanked the Economic Development team for all their work with the Local Enterprise Partnership.

During the discussions the following points were noted:

- Dr Strong commented that she was delighted to see the emphasis placed on small businesses and the apprenticeship scheme.
- A complete list of the NORSE apprenticeships being offered should be circulated to Members. (Attached at annex A to these minutes).
- The responsibility of Norfolk County Council included children in care and it was recognised that children with learning difficulties also needed

opportunities and apprenticeships.

- The Cabinet Member for Economic Development informed the Panel that Richard Bridgeman from Warren Engineering Services had been invited to join the Council's Apprenticeship Board as he had a great deal of experience in dealing with apprenticeships.
- The Director confirmed rail improvements were a key element of the Infrastructure theme. The Cabinet Member for Planning and Transportation had recently attended a summit in London with Norfolk MPs to identify the best way of unlocking opportunities for rail travel into and out of Norfolk, particularly improving passenger services from Norwich to Cambridge. Improvements to the Ely north junction would also help freight.
- Following a question as to why Dereham appeared to have been omitted from the report, the Director of Environment, Transport and Development said that the strategy was high-level and focused on themes, rather than locations. District Councils were the best placed to deal with issues relating to specific locations.
- The Economic Development team were working with Children's Services in an effort to increase the number of opportunities available for children to gain work experience. Mr Iles thanked the Assistant Director Economic Development for the efforts that had already been made.

## **RESOLVED**

The Panel agreed to recommend to Cabinet the approval of the existing Economic Development and Strategy (EDS) funds being used, as outlined in the Panel report.

### **11 Norwich Area Transportation Strategy (NATS) Implementation Plan and Norwich Northern Distributor Route (NDR)/Postwick Hub update**

The Panel received the annexed report (11) by the Director of Environment, Transport and Development, providing an update on the progress made in delivering the NATS Implementation Plan, adopted by County Council and by Cabinet in April 2010.

Members' attention was drawn to the fact that Norfolk County Council has planning permission for Postwick Hub junction and was now preparing to submit a planning application for the NDR and the Panel were requested to endorse the recommendations, as set out in the report.

Members were advised that Cabinet had previously agreed, in April 2010, to underwrite the costs of the NDR. A commitment in principle had also been given by the GNDP to provide up to £40m of funding towards the NDR and related measures, as priority 1 key infrastructure projects in the Joint Core Strategy, raised via the Community Infrastructure Levy (CIL). The Panel were

asked to make recommendations to Cabinet in relation to the delivery of the NDR to inform the planning application process, in particular whether the NDR should be dual or single carriageway between the A140 and the A1067.

Cabinet had agreed to underwrite the costs of the NDR from the A140 to the A1067. The Panel were asked to make a recommendation to Cabinet, as part of the planning submission, as to whether the NDR should be dual carriageway or a single carriageway option.

Mr Adams formally proposed that a single project be considered as dual carriageway between the A140 and the A1067. This proposal was seconded by Mr East. The Deputy Cabinet Member for Planning and Transportation reiterated the need to have this work completed as soon as possible.

Following a question about what would be done to ease concerns about rat-running, the officers said all issues would be considered as part of the planning process. Public information exhibitions would be held on Friday and Saturday 16 and 17 March to show plans for the £19m improvement of the A47 Postwick junction.

In conclusion, the proposal by Mr Adams was put to the vote and with 14 votes for, 1 against and 0 abstentions, the Panel

**RESOLVED** that

1. Cabinet be recommended to continue to progress a dual carriageway NDR between the A140 and the A1067 as part of the planning submission.
2. Cabinet be recommended to submit a planning application for the NDR to the A1067.
3. Cabinet be recommended to deliver construction of the NDR as a single project to the A1067.
4. Cabinet recommend the forward funding profile as provided in the Department for Transport bid for the A140 NDR project (Appendix A of the Panel report) and for the A1067 NDR (Appendix B of the Panel report).
5. Cabinet be recommended to continue to underwrite the NDR (value depending on dual or single option between A140 and A1067) but taking note of the GNDP in principle funding of up to £40m towards the NDR and related measures.

## **12 Operational Network Management Plan**

The annexed report (12) was received by the Panel. The report set out the scope and nature of the Operational Network Management Plan (ONMP) and described how the County Council managed Norfolk's road network in compliance with the statutory network management duty set out in the Traffic Management Act 2004 and other legislation (such as New Roads and Street Works Act 1991).

## **RESOLVED**

The Panel noted the Operational Network Management Plan as set out in Appendix A of the Panel report.

### **13 Recycling centre service**

The annexed report (13) by the Director of Environment, Transport and Development was received by the Panel. The report highlighted that the recycling centre service provided by Norfolk County Council had been well-received with an extensive network of 20 recycling centres, providing residents with the opportunity to recycle up to 22 different materials. The report also highlighted the considerable work completed to increase public satisfaction, and the increase in average recycling levels to 68% in 2010/11.

During the discussion, the following points were noted:

- It was hoped that new contracts issued from 2014 would reduce the number of times that some recycling centres had to close during advertised opening hours whilst the bins were emptied.
- Norfolk was well on the way to becoming one of the greenest counties in the country, as a result of recycling rates and excellent partnership working.
- The recycling centre at Mile Cross had historically had some issues but since Waste Recycling Group (WRG) had taken responsibility for the site and employed their own staff a significant improvement had been shown and they were currently top of the table for compliments.
- The Panel were informed that land owners were responsible for the removal of any fly-tipped items on private land. District Councils were responsible for removing items fly-tipped in public places. Significant partnership working was aimed at tackling the issue.

## **RESOLVED**

The Panel noted the report.

### **14 Sustainable Drainage Systems (SuDS) Consultation**

The annexed report (14) by the Director of Environment, Transport and Development was received by the Panel. The report provided an update on the Sustainable Drainage Systems (SuDS) duties to be commenced under Schedule 3 of the Flood and Water Management Act 2010 (FWMA).

## **RESOLVED**

The Panel noted the report.

## **15 Norwich Urban Area Surface Water Management Plan**

The annexed report (15) by the Director of Environment, Transport and Development was received. The report provided a summary of the process and findings of the Norwich Urban Area Surface Water Management Plan.

During the discussion, the following points were noted:

- The Cabinet Member for Environment and Waste had written to the Secretary of State and Norfolk MPs asking them for their help and support in getting government assistance with insurance cover for properties within designated flood areas. It was hoped that now this issue had been raised, a satisfactory solution could be found. Copies of the correspondence would be circulated to the Panel. (Attached at Annex B to the minutes).
- As a Flood Risk Authority, Norwich City Council had targeted areas of localised flooding within their boundaries by regular drainage cleaning. It was acknowledged that parked cars were causing problems in completing this work and Norwich City Council were writing to residents advising them of the date that the work would be done and requesting residents leave the road clear of parked cars.
- Residents could be encouraged to help reduce surface water flood risk through greater use of water butts and permeable surfaces. Nationally it was important that insurance companies consider schemes and improvements made when setting insurance premiums.

### **RESOLVED**

The Panel noted the report.

## **16 Service Planning 2012-15**

The annexed report (16) was received by the Panel. The report covered the next stage of delivery through the draft 2012/15 Environment, Transport and Development service plans following the report to Panel in January 2012. Specifically the Public Protection Service Plan was discussed as the Trading Standards Plan forms part of the Council's policy framework and will be considered by the Cabinet and the County Council.

During the discussion, the following points were noted:

- The Trusted Traders scheme was being extended to include business to business transactions (Trusted Business).
- The Assistant Director – Public Protection reassured members that Trading Standards officers were trained broadly to enable them to carry out a flexible range of duties and he was confident that resources were available to deal with eventualities.

- Norfolk County Council carried out complementary work arrangements for animal health issues with DEFRA and they would support each other in the event of a disease outbreak and in dealing with any enforcement activities.
- Norfolk County Council often supports the RSPCA in their welfare of farmed animals as the RSPCA was a charity which had no enforcement powers.

**RESOLVED** that

1. The report be noted.
2. The Public Protection draft service plan, which covers Trading Standards activities, be recommended to Cabinet for approval.

**17 Environment, Transport and Development Department Integrated performance and Finance Monitoring Report 2011/12.**

The annexed report (17) by the Director of Environment Transport and Development was received. The report provided an update of progress made against the 2011-14 service plan actions, risks and finances for Environment, Transport and Development (ETD).

During the discussion the following points were noted:

- The downward trend in sickness figures for ETD was as a result of the work undertaken to tackle sickness absence.
- The Planning Performance and Partnerships Manager confirmed that ETD is performing solidly against all the indicators. He stated that the Planning Performance and Partnerships Service was a critical friend to ETD and that early downward trends or negative pressures were identified and investigated.
- The Cabinet Member for Economic Development said she was pleased to confirm that the Norfolk and Suffolk Energy Alliance group was formed to bring together work in the Enterprise Zone for investment opportunities for the future.
- Following a question about how much money was likely to be written off following the sale of EPIC, the Cabinet Member for Economic Development said no comment could be made at this stage due to the legal implications.
- The Corporate Resources Overview and Scrutiny Panel (CROSP) regularly considered the quarterly carbon reduction figures and members could look at the latest figures by viewing the papers from the CROSP meeting on 13 March.

- The County Council was constantly investigating ways of reducing energy consumption.

## **RESOLVED**

The Panel noted the progress against ETD's service plan actions, risks and budget, as outlined in the Panel report.

(The meeting closed at 12.30pm)

**Chairman**



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**Appendix A**

**Actions arising at the Environment, Transport & Development Overview & Scrutiny Panel meeting  
14 March 2012**

<b>Agenda Item Number</b>	<b>Report Title</b>	<b>Action</b>	<b>REPLY -</b>
10	Delivering Economic Growth in Norfolk – the strategic role for Norfolk County Council.	Circulate list of Norse apprenticeships listing the whole range of apprenticeships and subjects available.	<p>The Assistant Director Economic Development and Strategy provided the following list of opportunities for apprenticeships;</p> <ul style="list-style-type: none"> <li>· Care work</li> <li>· Health &amp; Safety</li> <li>· Recruitment</li> <li>· General Admin</li> <li>· Grounds</li> <li>· Building Maintenance</li> <li>· Catering</li> <li>· Environmental Services</li> <li>· Security</li> <li>· Facilities management</li> <li>· Vehicle workshop</li> <li>· Building Surveying</li> <li>· ICT</li> <li>· Finance</li> <li>· Property Services</li> </ul>
15	Norwich urban Area Surface Water Management Plan.	Circulate a copy of the Cabinet Member for Environment and Waste letter to MPs to reassure Panel Members that the issue of insurance for properties in flood risk areas was being investigated and dealt with.	Copies of the letters circulated.

15	Norwich Urban Area Surface Water Management Plan.	Circulate a link to Panel Members, to the more detailed and graduated maps available on the Norfolk County Council internet site.	<p>The detailed and graduated maps referred to at the Panel meeting are available to view by using the following links:</p> <p><a href="http://www.norfolk.gov.uk/view/etd140312item15cpdf">www.norfolk.gov.uk/view/etd140312item15cpdf</a>  <a href="http://www.norfolk.gov.uk/view/etd140312item15dpdf">www.norfolk.gov.uk/view/etd140312item15dpdf</a>  <a href="http://www.norfolk.gov.uk/view/etd140312item15epdf">www.norfolk.gov.uk/view/etd140312item15epdf</a></p>

To Rt Hon Caroline Spelman MP  
Secretary of State for the Environment

NCC general enquiries: 0344 800 8020  
Textphone: 0344 800 8011  
Cc Richard Benyon MP, Parliamentary  
Under-Secretary for Natural  
Environment and Fisheries

Your Ref: PO258842/UR  
Date: 5 March 2012

My Ref: E.FWM.2/PBL  
Tel No.: 01603 223454  
Email: bill.borrett@norfolk.gov.uk

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

Dear Rt Hon Caroline Spelman

*File*

**Flood Risk Insurance and Statement of Principles**

I refer to the letter of 8 February 2012 from Richard Benyon, responding to my concerns about funding for flood risk management and the review of the Statement of Principles for flood risk insurance.

Whilst I am offered some reassurance that the Government and the insurance industry remain committed to making sure flood insurance remains widely available, there continues a major difficulty in bridging the current funding gap to support flood risk reduction measures.

The Flood Defence Grant-in-Aid (FDGiA) programme has delivered many successful projects across the country - Norfolk has benefitted from this and I hope will continue to do so. However Defra's anticipated threefold uplift of local contributions to support future funding of schemes has not perhaps had the scrutiny needed to assess just how realistic this is.

*Continued.../*

As more is understood about surface and ground water flooding, the FDGiA programme will come under increasing pressure to support (wholly or in part) risk reduction measures in addition to the growing demands from coastal and fluvial schemes.

In this respect, more money is needed from all sources, centrally and locally; public and private, to deliver projects that manage current and future risk within acceptable parameters. Maybe a challenge to the ABI might be that some of this growth should in future come from the insurance industry itself, as a proportion of premiums reinvested into practical schemes, in a form of financial risk-sharing?

I will be interested to hear your further announcements on targeting Government funds to help safeguard affordability of insurance and I would be happy to contribute to debate within the LGA on the matter.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Bill Borrett', written over a horizontal line.

Bill Borrett  
Cabinet Member for Environment and Waste

Environment, Transport & Development  
County Hall  
Martineau Lane  
Norwich  
Norfolk NR1 2SG

Tel: 0344 800 8020

Fax: 01603 222240

Textphone: 0344 800 8011

Email: @norfolk.gov.uk

Caroline Spelman MP  
Environment Secretary

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

Please ask for: Mr Bill Borrett  
Contact number: 01603 223454

Your ref:  
My ref:

E.FWM.1 / PBL

29 July 2011

Dear

### **Flood Risk Insurance and Statement of Principles**

I am aware that the Government has set up working groups to examine the role of flood insurance and flood risk management post-2013, when the Statement of Principles is due to expire, an interim report that was produced earlier in May this year and your recent meeting with insurers.

Norfolk carries a significant degree of flood risk from fluvial, pluvial and tidal sources (often in-combination), so the issue of insurance and protection of property is close to many people's hearts. Norfolk County Council as Lead Local Flood Authority is working closely with local communities to develop Surface Water Management Plans, identifying critical drainage areas. Also, through its Preliminary Flood Risk Assessment (PRFA), we have identified locally significant flood risk areas and are starting to create a better understanding future flood risk.

However, a constant message that emerges from the communities affected by flood risk is fear of property blight and that blight is, to a large extent, generated by the insurance industry's approach to developing policies that adequately meet (or not) their customer's needs. Overall the impression is that the industry's model is one that simply applies (or withholds) a commercial price to a measurement of risk, with virtually no positive incentive from insurers to help householders or businesses live with, reduce or manage flooding to their properties.

*Continued.../*

Clearly a more sophisticated approach is needed that is more supportive of actual customer need. That is, the need to manage risk and resilience to “liveable” levels, helping communities and householders to take measured and practical actions to address problems of flooding. Greater sophistication in the measurement of risk may be one component of this approach but serve a limited purpose when applied to what remains a fairly crude product design.

In other sectors, such as electricity, gas and water, the utility providers are successfully changing their business models and tariffs from simple demand and supply to ones that incorporate positive energy and resource conservation incentives, helping their customers to save money rather than spend more or get “priced out”. Perhaps the ABI could take a leaf out of the utilities’ book in redefining its products?

I hope you can consider applying more pressure on the ABI to recognise the very real blight that it can generate through insurers’ approach to policy design. I also look forward with interest to the update from the working groups, due later this autumn.

Yours sincerely

Bill Borrett  
Cabinet Member for Environment and Waste

Cc Norfolk MPs

Cc Richard Benyon MP, Parliamentary Under-Secretary for Natural Environment and Fisheries

Nobel House  
17 Smith Square  
London SW1P 3JR

**Telephone** 08459 335577

**Email** [helpline@defra.gsi.gov.uk](mailto:helpline@defra.gsi.gov.uk)

**Website** [www.defra.gov.uk](http://www.defra.gov.uk)



Cllr Bill Borrett  
Norfolk County Council  
County Hall  
Martineau Lane  
Norwich  
Norfolk  
NR1 2SG

**Our ref:** PO242917/UR

10 August 2011

**From Lord Henley**  
Parliamentary Under Secretary

Thank you for your letter of 29 July to the Secretary of State about flood insurance and the Statement of Principles. I am replying on behalf of the Secretary of State as Duty Minister during the recess period.

Firstly, I would like to thank Norfolk County Council for its interest and hard work with local communities to create a better understanding of flood risk in its area. The Government has committed to continue to work with insurers and communities to ensure that flood insurance remains widely available into the future. The flood insurance system in England is one of the few private insurance markets for flooding and has existed for more than half a century, and we anticipate that ongoing work with the industry will benefit businesses and homeowners alike.

As you know, Defra hosted a Flood Summit in September 2010 to discuss flood risk management and the challenges involved in flood insurance. Three working groups continued the dialogue on flood insurance and risk reduction and reported back on progress at a follow-up meeting in July 2011.

At this meeting, the Secretary of State met with insurance providers, community groups and other partners to follow-up the work of the Flood Summit. The group had further discussions on managing flood risks and ensuring flood insurance remains widely available in England once the Statement of Principles ends in 2013. Delegates listened to updates on the progress of the three working groups and heard about some of the options being considered for flood insurance beyond 2013.

The working groups were made up of representatives from Government, the Environment Agency, the insurance industry and organisations with expertise or an interest in the issues being discussed. Working Group 1 looked at insurance models for flood risk cover, including different ways in which the flood insurance market might operate once the Statement of Principles agreement between Government and the insurance industry ends in 2013. Working Group 2 focused on data provision and transparency, and Working Group 3 examined customer experience and perspectives towards property-level resistance and resilience.

Ensuring that action by individuals and communities to reduce their flood risk is taken into account by insurance companies is an issue that we are taking forward in discussion with the industry. I agree that creating the right incentives through insurance for individual households and businesses to manage their flood risk is important and is a way of ensuring that we can manage that risk sustainably in the future.

Thank you for your suggestion of looking at the approach of utility providers. It is a helpful idea and one that I will ensure we consider in more detail as we continue our work with the insurance industry.

*Yours sincerely*  
*Chris Henley*

**LORD HENLEY**

Rt. Hon Caroline Spelman MP  
Environment Secretary  
House of Commons  
LONDON  
SW1A 0AA

NCC general enquiries: 0344 800 8020  
Textphone: 0344 800 8011

Cc Norfolk MPs  
Cc Richard Benyon MP, Parliamentary Under-  
Secretary for Natural Environment and Fisheries

Your Ref:  
Date: 16 January 2011

My Ref: E.FWM.2 / PBL  
Tel No.: 01603 223454  
Email: bill.borrett@norfolk.gov.uk

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

Dear Secretary of State

### **Flood Risk Insurance and Statement of Principles**

I am writing to follow up on my initial letter of 29 July 2011 to the Secretary of State concerning Flood Risk Insurance and Lord Henley's subsequent response of the 10 August 2011.

I remain deeply concerned by the current stance on the provision of flood risk insurance taken by the Government and the Association of British Insurers (ABI).

As mentioned in my previous correspondence Norfolk carries a significant degree of flood risk from many sources (often in-combination). A recent example was experienced on the night of the 27<sup>th</sup> November 2011 where coastal flooding forced 16 residents of the village of Walcott to leave their seafront homes and caravans. This flooding occurred due to a sea wall being breached by high seas that were experienced along the Norfolk coast.

It is imperative that the Government receives a commitment from the insurance industry to support the needs of our residents (and their customers) when the Statement of Principles expires in June 2013.

As a Lead Local Flood Authority our experience in disseminating information to the affected communities highlights the difficulties our residents are faced with. Whilst greater information on the risk in their area should empower them to make informed decisions it invariably exposes them to an acknowledgement of risk which an insurer may take into consideration when reviewing their insurance cover.

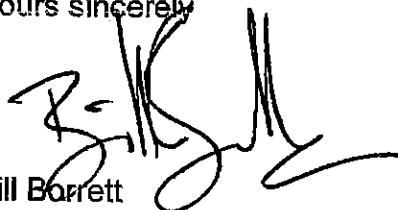
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It is essential that a formal agreement is also reached for insurers to take into account any mitigation that is delivered in areas of risk. Lead Local Flood Authorities could help provide information in this respect.

This issue does not just affect the 2.4 million properties in England that are at risk of flooding from rivers and the sea, acknowledged by the insurance industry, but also the 3.8 million properties in England in areas susceptible to flooding from surface water that the insurance industry has yet to acknowledge.

For the sake of over 6 million property owners I hope you can consider applying more pressure on the ABI to recognise the very real blight that it can generate through insurers' approach to policy design.

Yours sincerely

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Bill Barrett  
Cabinet Member for Environment and Waste

NCC general enquiries: 0344 800 8020  
Textphone: 0344 800 8011

**To: The Norfolk MPs**

Brandon Lewis  
Chloe Smith  
Elizabeth Truss  
George Freeman  
Henry Bellingham  
Keith Simpson  
Richard Bacon  
Normal Lamb  
Simon Wright

Your Ref:  
Date: 8 February 2012

My Ref: E.FWM.2 / PBL  
Tel No.: 01603 223454  
Email: bill.borrett@norfolk.gov.uk

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

**Flood Risk Insurance and Statement of Principles**

You will recall that I wrote to you earlier in 2011 and subsequently copied you in to my correspondence with Caroline Spelman regarding my concerns about how negotiations were proceeding between Government and the Association of British Insurers to review the Statement of Principles for flood risk insurance, which ends in June 2013. No doubt you will also have seen many articles in the press recently about the current impasse between the parties and a newly published report from the Public Accounts' Committee on Flood Risk Management.

Critically, to meet funding shortfalls, Defra told the Committee, that it wants to increase local contributions towards flood risk from £13m to £43m, expecting an increase in local authority contributions. The Committee expressed that it was "very concerned that [Defra] did not accept ultimate responsibility for the management of flood risk." It also expressed concern that, with growing uncertainty over local levels of flood protection, Defra doesn't monitor insurance charges even though it needs to come to an early revised agreement with the insurance industry. Whilst the Committee didn't take evidence from Lead Local Flood Authorities, our concerns are echoed in this report, not least as we develop a growing understanding of surface water and ground water flood risk and discuss the findings with local communities and businesses.

However, I also remain concerned that negotiations are faltering because both parties are entrenching their positions, with Defra failing to recognise the impact on households and businesses facing uncertainties over flood risk protection and the insurance industry failing to develop intelligent products that can usefully and economically meet householders need in a changing climate.

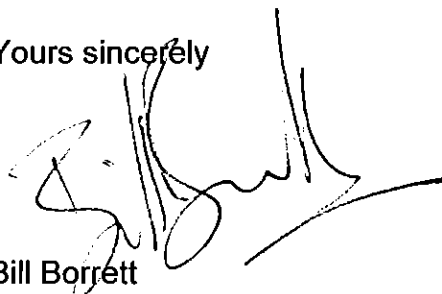
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I know that some of you have already written to the Secretary of State, reinforcing my concerns about the parlous state of negotiations between the ABI and Defra and I am sincerely grateful for this. However, with the recent turn of events, I would urge you to apply what pressure you can to ensure that a constructive dialogue is resurrected and that some realism is applied to the level of funding for flood risk management that can be sourced locally.

With thanks for your continued support in this important matter.

Yours sincerely

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Bill Borrett  
Cabinet Member for Environment and Waste

To Rt Hon Caroline Spelman MP  
Secretary of State for the Environment

NCC general enquiries: 0344 800 8020  
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Cc Richard Benyon MP, Parliamentary Under-  
Secretary for Natural Environment and  
Fisheries

Your Ref:  
Date: 9 February 2012

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Tel No.: 01603 223454  
Email: bill.borrett@norfolk.gov.uk

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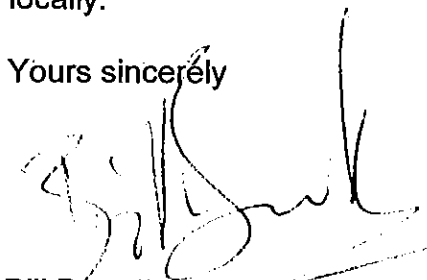
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I am deeply concerned about the parlous state of negotiations between the ABI and Defra and I must urge you to ensure that a constructive dialogue is resurrected and that some realism is applied to the level of funding for flood risk management that can be sourced locally.

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Bill Borrett  
Cabinet Member for Environment and Waste

To Rt Hon Caroline Spelman MP  
Secretary of State for the Environment

NCC general enquiries: 0344 800 8020  
Textphone: 0344 800 8011  
Cc Richard Benyon MP, Parliamentary  
Under-Secretary for Natural  
Environment and Fisheries

Your Ref: PO258842/UR  
Date: 5 March 2012

My Ref: E.FWM.2/PBL  
Tel No.: 01603 223454  
Email: bill.borrett@norfolk.gov.uk

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

Dear Rt Hon Caroline Spelman

*File*

**Flood Risk Insurance and Statement of Principles**

I refer to the letter of 8 February 2012 from Richard Benyon, responding to my concerns about funding for flood risk management and the review of the Statement of Principles for flood risk insurance.

Whilst I am offered some reassurance that the Government and the insurance industry remain committed to making sure flood insurance remains widely available, there continues a major difficulty in bridging the current funding gap to support flood risk reduction measures.

The Flood Defence Grant-in-Aid (FDGiA) programme has delivered many successful projects across the country - Norfolk has benefitted from this and I hope will continue to do so. However Defra's anticipated threefold uplift of local contributions to support future funding of schemes has not perhaps had the scrutiny needed to assess just how realistic this is.

*Continued.../*

As more is understood about surface and ground water flooding, the FDGiA programme will come under increasing pressure to support (wholly or in part) risk reduction measures in addition to the growing demands from coastal and fluvial schemes.

In this respect, more money is needed from all sources, centrally and locally; public and private, to deliver projects that manage current and future risk within acceptable parameters. Maybe a challenge to the ABI might be that some of this growth should in future come from the insurance industry itself, as a proportion of premiums reinvested into practical schemes, in a form of financial risk-sharing?

I will be interested to hear your further announcements on targeting Government funds to help safeguard affordability of insurance and I would be happy to contribute to debate within the LGA on the matter.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Bill Borrett', written over a horizontal line.

Bill Borrett  
Cabinet Member for Environment and Waste



## Norman Lamb

Member of Parliament for North Norfolk  
Guyton House, 5 Vicarage Street, North Walsham, Norfolk NR28 9DQ  
Telephone: 01692 403752 andrew.wells@parliament.uk  
www.normanlamb.org.uk

Cllr Bill Borrett  
Environment County Hall  
Martineau Lane  
Norwich  
NR1 2SG

Our Ref: Borr002-2012/0204-ACW  
**3 February 2012**

Dear Cllr Borrett,

**Re: Flood Risk Insurance**

Thank you very much for copying Norman Lamb into your letter to Caroline Spelman with regard to the above. Norman has asked me to respond on his behalf in order not to delay your correspondence.

Please find enclosed a copy of a letter that we have sent requesting that Norman be sent a copy of any reply given to you for his information.

If you feel that the response received is unsatisfactory, please don't hesitate to contact Norman again.

Kindest regards.

Yours sincerely,

**Andrew Wells**  
Caseworker to **Norman Lamb MP**  
Member of Parliament for North Norfolk

*Please note that any information you pass on to Norman Lamb MP and his staff will be processed in accordance with the provisions of the Data Protection Act 1998. If you write to Norman Lamb asking for his assistance, he will allow authorised staff and volunteers to see the information you have sent him if this is needed to help and advise you. He and his staff may also pass all or some of the information to relevant Government Departments, agencies, local councils and other organisations if this is deemed necessary to help with your enquiry. If you have any questions or concerns about how your information will be processed or about your rights under the Act please contact the constituency office.*

## **Norman Lamb**

Member of Parliament for North Norfolk  
Guyton House, 5 Vicarage Street, North Walsham, Norfolk NR28 9DQ  
Telephone: 01692 403752    andrew.wells@parliament.uk  
www.normanlamb.org.uk

Rt Hon Caroline Spelman MP  
Secretary of State for Env, Food & Rural Affairs  
Department for Environment, Food and Rural Affairs  
Nobel House  
17 Smith Square  
LONDON  
SW1P 3JR

Our Ref: Borr002-2012/0204-ACW  
**3 February 2012**

Dear Ms Spelman,

**Re: Flood Risk Insurance**

Norman Lamb has been copied into correspondence from his Cllr Bill Borrett with regard to the above and I enclose a copy of the letter which is self-explanatory. Norman has asked me to forward this on his behalf so as not to delay this correspondence.

I would be grateful if you can provide Norman with a copy of any reply given to his constituent Cllr Borrett, and ask that you send this to Norman Lamb directly.

With kind regards.

Yours sincerely,

**Andrew Wells**  
*Caseworker to Norman Lamb MP*  
Member of Parliament for North Norfolk

NCC general enquiries: 0344 800 8020  
Textphone: 0344 800 8011

**To: The Norfolk MPs**

Brandon Lewis  
Chloe Smith  
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George Freeman  
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Richard Bacon  
Normal Lamb  
Simon Wright

Your Ref:  
Date: 8 February 2012

My Ref: E.FWM.2 / PBL  
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Email: bill.borrett@norfolk.gov.uk

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

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However, I also remain concerned that negotiations are faltering because both parties are entrenching their positions, with Defra failing to recognise the impact on households and businesses facing uncertainties over flood risk protection and the insurance industry failing to develop intelligent products that can usefully and economically meet householders need in a changing climate.

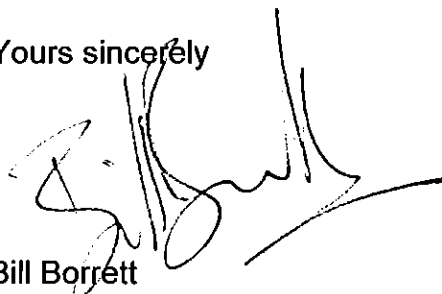
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I know that some of you have already written to the Secretary of State, reinforcing my concerns about the parlous state of negotiations between the ABI and Defra and I am sincerely grateful for this. However, with the recent turn of events, I would urge you to apply what pressure you can to ensure that a constructive dialogue is resurrected and that some realism is applied to the level of funding for flood risk management that can be sourced locally.

With thanks for your continued support in this important matter.

Yours sincerely

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Bill Borrett  
Cabinet Member for Environment and Waste

Nobel House  
17 Smith Square  
London SW1P 3JR

**Telephone** 08459 335577

**Email** [helpline@defra.gsi.gov.uk](mailto:helpline@defra.gsi.gov.uk)

**Website** [www.defra.gov.uk](http://www.defra.gov.uk)



Cllr Bill Borrett  
Norfolk County Council  
County Hall  
Martineau Lane  
Norwich  
Norfolk  
NR1 2SG

**Your ref:** E.FWM.2/PBL

**Our ref:** PO258842/UR

8<sup>th</sup> February 2012

**From Richard Benyon MP**

Minister for Natural Environment and Fisheries

*Dear Councillor Borrett*

Thank you for your letter of 16 January to the Secretary of State about flood insurance. I am replying as the Minister with responsibility for this policy area.

I can assure you that Government and the insurance industry remain committed to making sure flood insurance remains widely available.

Risk-based pricing has not been commonly applied in the past but the market is evolving with the development of more sophisticated tools for assessing flood risk. There is now an inevitable trend towards household insurance premium prices reflecting the underlying flood risk and it is important to note that this is would happen with or without a Statement of Principles agreement in place.

Providing flood risk information to the public enables individuals and communities to be more aware of levels of local flood risk and better informed about what action could be taken at an appropriate level to provide better protection. Actions taken by the Government, communities, individuals and businesses to reduce flood risk are the best way of keeping insurance terms affordable. This is why our priority will continue to be to invest in reducing the risk of people and properties being flooded in the first place, and why we have committed to continue to improve the quality and availability of flood risk maps published by the Environment Agency including surface water flooding maps.

Together with insurers we are considering what further scope there may be for action to ensure that individuals can find insurance cover which realistically reflects their risk, as part of a new shared understanding, we will be setting out in the spring which will give clarity to customers on what they can expect from their insurer, and from Government.

Whilst recent advances in flood risk mapping and modelling mean that at community scale, assessments of flood risk can be relatively robust for flood risk from rivers and the sea, at individual property level there is less certainty especially where there is surface water flood risk or interactions from multiple sources of flood risk. Despite these constraints we are working with insurers to try and understand how they might apply risk-based premiums for surface water flood risk and not just price cover on the basis of a historic flood claim.

As I mentioned in my progress update to the House of Commons before Christmas, we will continue to invest to reduce the risk of flooding especially to those households at the highest flood risk and living in the most deprived communities. We will also consider the case for additional measures to help safeguard the affordability of flood insurance for those groups who might struggle most with premium increases. Work will look at whether there are feasible, value for money ways of targeting Government funds to help those most in need of support. We are also considering the implications for the housing market as part of our analysis of options. On this, we will also make further announcements in the spring.

Finally, I have recently written to Cllr Clare Whelan, the Chair of the LGA's Environment Board, seeking her views on the role that local government can play in developing new and creative approaches to this issue, in particular so that levels of take-up of insurance can be maintained if not improved amongst lower income groups. I would value any views Norfolk County Council might have on how this might be achieved.

*Yours sincerely*

*Richard Benyon*

**RICHARD BENYON MP**

To Rt Hon Caroline Spelman MP  
Secretary of State for the Environment

NCC general enquiries: 0344 800 8020  
Textphone: 0344 800 8011

Cc Richard Benyon MP, Parliamentary Under-  
Secretary for Natural Environment and  
Fisheries

Your Ref:  
Date: 9 February 2012

My Ref: E.FWM.2 / PBL  
Tel No.: 01603 223454  
Email: bill.borrett@norfolk.gov.uk

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

Dear Rt Hon Caroline Spelman

### **Flood Risk Insurance and Statement of Principles**

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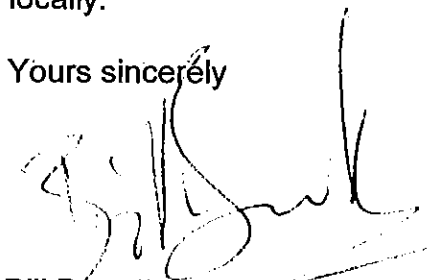
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I am deeply concerned about the parlous state of negotiations between the ABI and Defra and I must urge you to ensure that a constructive dialogue is resurrected and that some realism is applied to the level of funding for flood risk management that can be sourced locally.

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Bill Borrett  
Cabinet Member for Environment and Waste



HOUSE OF COMMONS

LONDON SW1A 0AA

Councillor Bill Borratt  
Norfolk County Council  
County Hall  
Martineau Lane  
Norwich  
Norfolk NR1 2DH

10<sup>th</sup> February 2012  
Our Reference EB/HCB/1/12

  
Re: Flood Risk Insurance

Thank you very much for writing me with your continued concerns about the above

I will take this opportunity to contact Caroline Spelman, myself, to highlight the issues you have raised and I will let you know when I have received a response from her.

Please do not hesitate to contact me for any reason in the meantime.

Every best wish,

  
HENRY BELLINGHAM



London Tel: 020 7219 8234  
Fax: 0207219 2844

Constituency Tel: 01485 600559  
Fax: 01485 600292

E-mail: [bellinghamh@parliament.uk](mailto:bellinghamh@parliament.uk)

Rt. Hon Caroline Spelman MP  
Environment Secretary  
House of Commons  
LONDON  
SW1A 0AA

NCC general enquiries: 0344 800 8020  
Textphone: 0344 800 8011

Cc Norfolk MPs  
Cc Richard Benyon MP, Parliamentary Under-  
Secretary for Natural Environment and Fisheries

Your Ref:  
Date: 16 January 2011

My Ref: E.FWM.2 / PBL  
Tel No.: 01603 223454  
Email: bill.borrett@norfolk.gov.uk

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

Dear Secretary of State

### **Flood Risk Insurance and Statement of Principles**

I am writing to follow up on my initial letter of 29 July 2011 to the Secretary of State concerning Flood Risk Insurance and Lord Henley's subsequent response of the 10 August 2011.

I remain deeply concerned by the current stance on the provision of flood risk insurance taken by the Government and the Association of British Insurers (ABI).

As mentioned in my previous correspondence Norfolk carries a significant degree of flood risk from many sources (often in-combination). A recent example was experienced on the night of the 27<sup>th</sup> November 2011 where coastal flooding forced 16 residents of the village of Walcott to leave their seafront homes and caravans. This flooding occurred due to a sea wall being breached by high seas that were experienced along the Norfolk coast.

It is imperative that the Government receives a commitment from the insurance industry to support the needs of our residents (and their customers) when the Statement of Principles expires in June 2013.

As a Lead Local Flood Authority our experience in disseminating information to the affected communities highlights the difficulties our residents are faced with. Whilst greater information on the risk in their area should empower them to make informed decisions it invariably exposes them to an acknowledgement of risk which an insurer may take into consideration when reviewing their insurance cover.

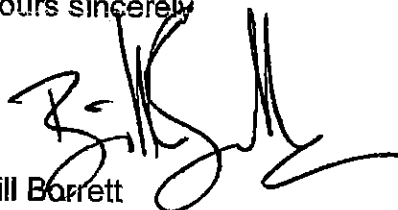
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Cabinet Member for Environment and Waste

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Date: 8 February 2012

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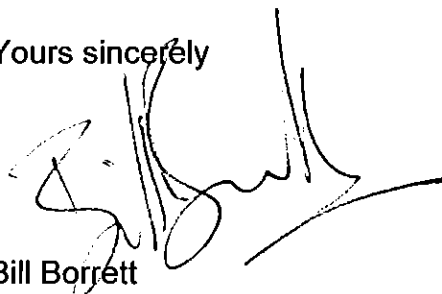
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I know that some of you have already written to the Secretary of State, reinforcing my concerns about the parlous state of negotiations between the ABI and Defra and I am sincerely grateful for this. However, with the recent turn of events, I would urge you to apply what pressure you can to ensure that a constructive dialogue is resurrected and that some realism is applied to the level of funding for flood risk management that can be sourced locally.

With thanks for your continued support in this important matter.

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You will recall that I wrote to you earlier in 2011 regarding my concerns about how negotiations were proceeding between Government and the Association of British Insurers to review the Statement of Principles for flood risk insurance, which ends in June 2013. I now read with concern the many articles in the press recently about the current impasse between the parties and a newly published report from the Public Accounts' Committee on Flood Risk Management.

Critically, to meet funding shortfalls, Defra told the Committee, that it wants to increase local contributions towards flood risk from £13m to £43m, expecting an increase in local authority contributions. The Committee expressed that it was "very concerned that [Defra] did not accept ultimate responsibility for the management of flood risk." It also expressed concern that, with growing uncertainty over local levels of flood protection, Defra doesn't monitor insurance charges even though it needs to come to an early revised agreement with the insurance industry. Whilst the Committee didn't take evidence from Lead Local Flood Authorities, our concerns are echoed in this report, not least as we develop a growing understanding of surface water and ground water flood risk and discuss the findings with local communities and businesses.

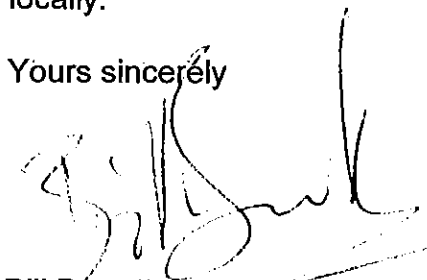
However, I also remain concerned that negotiations are faltering because both parties are entrenching their positions, with Defra failing to recognise the impact on households and businesses facing uncertainties over flood risk protection and the insurance industry failing to develop intelligent products that can usefully and economically meet householders need in a changing climate.

*Continued.../*

Norfolk County Council continues to take its flood risk management responsibilities very seriously indeed, in the spirit of the Pitt Review of the 2007 floods. We are making good progress towards completing a realistic and workable local flood risk strategy, successfully concluded its Preliminary Flood Risk Assessment and is developing surface water management plans, identifying critical drainage areas and action plans to manage the risks, in partnership with other flood risk management bodies and local communities. We have not reduced our contributions to the Regional Flood and Coastal Committees' budgets and are committed to developing a robust and cost-effective service to manage and co-ordinate local flood risk, but we cannot take on the implications of an increase in flood risk spending that is more than 3 times the current levels, to support Defra's analysis of need.

I am deeply concerned about the parlous state of negotiations between the ABI and Defra and I must urge you to ensure that a constructive dialogue is resurrected and that some realism is applied to the level of funding for flood risk management that can be sourced locally.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Bill Borrett', with a stylized flourish at the end.

Bill Borrett  
Cabinet Member for Environment and Waste

To Rt Hon Caroline Spelman MP  
Secretary of State for the Environment

NCC general enquiries: 0344 800 8020  
Textphone: 0344 800 8011  
Cc Richard Benyon MP, Parliamentary  
Under-Secretary for Natural  
Environment and Fisheries

Your Ref: PO258842/UR  
Date: 5 March 2012

My Ref: E.FWM.2/PBL  
Tel No.: 01603 223454  
Email: bill.borrett@norfolk.gov.uk

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

Dear Rt Hon Caroline Spelman

*File*

**Flood Risk Insurance and Statement of Principles**

I refer to the letter of 8 February 2012 from Richard Benyon, responding to my concerns about funding for flood risk management and the review of the Statement of Principles for flood risk insurance.

Whilst I am offered some reassurance that the Government and the insurance industry remain committed to making sure flood insurance remains widely available, there continues a major difficulty in bridging the current funding gap to support flood risk reduction measures.

The Flood Defence Grant-in-Aid (FDGiA) programme has delivered many successful projects across the country - Norfolk has benefitted from this and I hope will continue to do so. However Defra's anticipated threefold uplift of local contributions to support future funding of schemes has not perhaps had the scrutiny needed to assess just how realistic this is.

*Continued.../*

As more is understood about surface and ground water flooding, the FDGiA programme will come under increasing pressure to support (wholly or in part) risk reduction measures in addition to the growing demands from coastal and fluvial schemes.

In this respect, more money is needed from all sources, centrally and locally; public and private, to deliver projects that manage current and future risk within acceptable parameters. Maybe a challenge to the ABI might be that some of this growth should in future come from the insurance industry itself, as a proportion of premiums reinvested into practical schemes, in a form of financial risk-sharing?

I will be interested to hear your further announcements on targeting Government funds to help safeguard affordability of insurance and I would be happy to contribute to debate within the LGA on the matter.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Bill Borrett', written over a horizontal line.

Bill Borrett  
Cabinet Member for Environment and Waste



## Norman Lamb

Member of Parliament for North Norfolk  
Guyton House, 5 Vicarage Street, North Walsham, Norfolk NR28 9DQ  
Telephone: 01692 403752 Fax: 01692 500818  
[www.normanlamb.org.uk](http://www.normanlamb.org.uk)

Cllr Bill Borrett  
Environment County Hall  
Martineau Lane  
Norwich  
NR1 2SG

Our Ref: Borr002-2012/0204-ACW  
**23 February 2012**

Dear Cllr Borrett,

### **Flood Risk Insurance**

Thank you very much for taking the trouble to contact me with regard to Flood Risk Insurance.

I am now looking into this matter. I will contact you again as soon as I have more information.

With best wishes,

**Norman Lamb MP**  
**Member of Parliament for North Norfolk**

*Thanks for raising this. I realise just how important this is.*

Please note that any information you pass on to Norman Lamb MP and his staff will be processed in accordance with the provisions of the Data Protection Act 1998. If you write to Norman Lamb asking for his assistance, he will allow authorised staff and volunteers to see the information you have sent him if this is needed to help and advise you. He and his staff may also pass all or some of the information to relevant Government Departments, agencies, local councils and other organisations if this is deemed necessary to help with your enquiry. If you have any questions or concerns about how your information will be processed or about your rights under the Act please contact the constituency office.

Rt Hon Caroline Spelman MP  
Department for Environment, Food and Rural Affairs  
Nobel House  
17 Smith Square  
LONDON  
SW1P 3JR

Our Ref: Borr002-2012/0204-ACW  
**23 February 2012**

Dear Ms Spelman,

**Re: Flood Risk Insurance**

I have been contacted by Cllr Bill Borrett, Cabinet Member for Environment and Waste at Norfolk County Council, and I enclose a copy of the letter which is self explanatory.

I would be grateful if you could respond to the issue that Cllr Borrett has raised with me and ask that you reply to my office directly.

I look forward to hearing from you as soon as possible. I would also be happy to meet with you along with Cllr Borrett to discuss the concerns that he has raised.

Yours sincerely,

**Norman Lamb MP**  
**Member of Parliament for North Norfolk**

To Rt Hon Caroline Spelman MP  
Secretary of State for the Environment

NCC general enquiries: 0344 800 8020  
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Yours sincerely

A handwritten signature in black ink, appearing to be 'Bill Borrett', written over a horizontal line.

Bill Borrett  
Cabinet Member for Environment and Waste

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

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

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

### **Planning and transportation issues**

Report/issue	<b>Highways Capital Programme for 2013/14/14 and Transport Asset Management Plan</b>
Date considered by O&S Panel:	11 January 2012
O&S Panel comments:	Agreed to recommend to Cabinet for approval: <ul style="list-style-type: none"><li>(i) the reallocation of integrated transport funding to structural maintenance to partially address the deterioration in highway condition;</li><li>(ii) the proposed changes to the Transport Asset Management Plan (TAMP) for 2012/13 to 2016/17;</li><li>(iii) the use of chief Officer delegated powers, in consultation with the Cabinet Member for Planning and Transportation, to manage the two year programme, including the possible increase in the Integrated Transport programme to £2.5m to deal with any major scheme cost pressures if they arise.</li></ul>
Date considered by Cabinet:	5 March 2012
Cabinet feedback:	Agreed to recommend to County Council: <ul style="list-style-type: none"><li>1. The reallocation of £3.324m of integrated transport funding; allocation of additional funding of £3.5m plus £0.732m to structural maintenance and £0.1m to integrated transport improvements;</li><li>2. The suggested programme for 2012/13 and 2013/14, as set out in the Overview and Scrutiny Panel report;</li><li>3. The proposed changes to the Transport Asset Management Plan for 2012/13 to 2016/17;</li><li>4. That the Director of Environment, Transport and Development, in consultation with the Cabinet Member for Planning and Transportation, take action to manage the two year programme, including the possible increase in the Integrated Transport programme to £2.6m to deal with any major scheme cost pressures if they arise, and to determine the allocation of £0.732m to structural maintenance (including Fen roads damage depending on Government's response on extra funding).</li></ul>

Date considered by County Council: 26 March 2012

County Council feedback: Approved the recommendations from Cabinet.

Report/issue **ETD Highways re-procurement**

Date considered by O&S Panel: 11 January 2012

O&S Panel comments: Agreed to note the content of the report and recommend Contract Option F2+ for approval by Cabinet.

Date considered by Cabinet: 5 March 2012

Cabinet feedback: The Cabinet noted the report and agreed that the project team continue to pursue the option recommended by the Procurement Board (option F2+) endorsed by the Overview and Scrutiny Panel and the Norwich Highways Agency Committee.

Report/issue **Norfolk Concessionary Fares Scheme**

Date considered by O&S Panel: 14 September 2011

O&S Panel comments: Members noted the contents of the report and endorsed the approach prior to Cabinet approving a scheme in December 2011.

Date considered by Cabinet: 5 March 2012

Cabinet feedback: The Cabinet noted the outcome of the concessionary fares negotiations for the Norfolk Scheme covering the period April 2012-March 2014, agreed by the Cabinet Member for Planning and Transportation under delegated powers.

## **Community Protection issues**

No feedback.

## **Economic Development issues**

No feedback.

## **Environment and Waste issues**

No feedback.

## Officer Contact

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

**Name**

**Telephone Number**

**Email address**

Sarah Rhoden

01603 222867

sarah.rhoden@norfolk.gov.uk



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

## **Forward Work Programme: Scrutiny**

Report by the Director of Environment, Transport and Development

### **Summary**

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

### **Action required**

Members are asked to:

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

## **1. The Programme**

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

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

(i) High profile – as identified by:

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

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

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

(iii) Quality – for instance, is it:

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

(iv) It is a Corporate Priority

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

## Action Required

The Overview and Scrutiny Panel is asked to:

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

## Officer Contact

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

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



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## **Outline Programme for Scrutiny**

Standing Item for the Environment, Transport and Development O & S Panel: Update for 9 May 2012

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

Scrutiny is normally a two-stage process:

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

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

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

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

### **Changes to Programme from that previously submitted to the Panel on 14 March 2012**

#### **Added**

- Digital Radio.

#### **Deleted**

- Digital TV switchover.
- The economic recovery.
- New funding streams for infrastructure (including as part reviewing the economic growth strategy – the priority theme “To provide support for growth and removing infrastructure constraints” relates).

Topic	Outline Objective	Cabinet Portfolio Area	Stage 1 (scoping report)	Stage 2 (report back to Panel by Working Group)	Requested by	Comment
<b>Scrutiny Items - Active</b>						
1. Mobile Phone coverage for rural and urban areas in Norfolk and digital radio	To review provision of effective mobile phone coverage for rural and urban areas in Norfolk and review arrangements for Digital radio.	Economic Development		Various	1 September 2009 (by a Scrutiny Task & Finish Group set up by the former ED&CS O&S Panel).	Being progressed by a Member Working Group, Chaired by Cllr Duigan.
2. The Future Role of the Forestry Commission Estate in Norfolk	To identify the potential implications for Norfolk if land currently managed by the Forestry Commission was sold.	Environment and Waste	Initial report considered at March 2011 Panel meeting		ETD O&S Panel – March 2011 meeting	Response to call for views from Independent Panel on Forestry agreed July 2011.  Further update to be reported to Panel when further guidance from Government is published, which is currently expected to be in Summer.
<b>Scrutiny Items – Ongoing/identified for possible future scrutiny</b>						
3. Developing confident young consumers	Reviewing initiatives and supporting our approach to 'growing' successful consumers for the future.	Community Protection	TBC	TBC	12 January 2010 (by working group set up by F&CP O&S Panel)	
4. Broadband coverage for rural and urban areas in Norfolk	To review broadband coverage for rural and urban areas in Norfolk (following implementation of the Broadband for Norfolk project).	Economic Development	TBC	TBC	14 September 2011 O&S Panel	

## Appendix B

### Completed Scrutiny Items – last 12 months

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

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

## **The National Planning Policy Framework**

Report by the Director of Environment, Transport and Development

### **Summary**

The National Planning Policy Framework (NPPF) has been published, and reduces over 1,000 pages of national planning policy advice and guidance into a single 59-page document (with one additional 24-page new guidance note). The stated aim of the NPPF is to help deliver a much simpler, quicker and more certain planning system, seeking to enable sustainable development and growth.

Although the legal framework of planning decision-making has not been altered, the NPPF is a new material planning consideration carrying, in many cases, considerable 'weight'. The requirement for Local Planning Authorities to have an adopted Local Plan/Local Development Framework in place is now more urgent than ever, because the NPPF's 'Presumption in favour of sustainable development' requires that where the development plan is out-of-date, absent or silent, planning permission should be granted unless the adverse impacts significantly and demonstrably outweigh the benefits.

The Norfolk Minerals and Waste Core Strategy was adopted in September 2011, with the Minerals and Waste Site Specific Allocations DPDs scheduled to be adopted in spring 2013. The County Council, as Local Planning Authority, is therefore in a good position. No significant differences have been discerned between the policies of the Core Strategy and the NPPF, so an early review of the Core Strategy is not thought to be necessary.

The NPPF, sat within the wider Government initiative of localism and the decentralisation of decision-making, is thought likely to provide more opportunities than threats to the work of the County Council. In particular, the thrust of the County Council's new Economic Growth Strategy and ongoing economic development work (for instance, supporting Hethel Engineering Centre and helping facilitate the creation of the Enterprise Zone in Great Yarmouth) appear fully in line with the sentiments of the NPPF. Joint working with other public sector bodies and private sector developers are particularly encouraged, and the various directorates of the County Council are well-placed to manage and drive any changes that could occur.

### **Action Required**

- i) Note the publication of the NPPF, agree that Norfolk County Council is well-placed to manage the changes that will result, and agree that the County Council should take full advantage of opportunities to deliver sustainable development.

## **1. Background**

- 1.1. In essence, the purpose of the planning system is to manage the development and use of land in the interests of the wider community. The overall objective is to strike

the right balance between facilitating development, and conserving and protecting the environment.

- 1.2. The system of 'modern' Town and Country Planning in England was essentially brought into being through the 1947 Town and Country Planning Act. The Act required, for the first time, that planning permission be sought for the development of land (prior to this, landowners could largely develop their land as they saw fit).
- 1.3. Various later revisions to the Act were made over the years, and the primary legislative basis of the current system of development control/management and strategic planning (plan-making) is formed by the 1990 Town and Country Planning Act and the 2004 Planning and Compulsory Purchase Act. The 2011 Localism Act made some further changes to the planning system, including the abolition of Regional (Spatial) Strategies and the introduction of Neighbourhood Planning.
- 1.4. Whilst Acts of Parliament provide the legislative basis for planning, they have been supported by a mass of secondary legislation and guidance. Uppermost in these are Government circulars, Regulations and Planning Policy Guidance Notes or Statements (PPGs/PPSs). Various European Directives also have legal force, including the Wild Birds Directive and Strategic Environmental Assessment Directive. Further guidance can also arise from "clarifications" of Government intent made by Ministers (through ministerial statements and the Secretary of State's role as decision-maker in a small number of large or complicated planning applications), and the extensive body of planning caselaw.
- 1.5. It is undoubtedly the case that plan-making, and the preparation and determination of a significant number of planning applications, is a rigorous and time-consuming process. Whilst this is in part a reflection of the need for consultation with key consultees (such as the Environment Agency, parish councils etc) and the general public, it is also the case that the need to take account of legislation, regulations and PPSs etc can make the process seem daunting and expensive to some.
- 1.6. The Coalition Government has frequently stated that an increase in economic growth is a fundamental aim. A reduction of 'red tape' right across Government departments is viewed as vital in decreasing burdens to business and improving the UK's economic competitiveness, with reform (simplification) of the planning system identified as a particular priority.
- 1.7. Following an earlier iteration released in May 2011, the Government published the Draft National Planning Policy Framework for consultation in July 2011. This document was controversial, with a number of high-profile campaigns (for instance, run by the National Trust) seeking significant changes to the document to (in their view) ensure environmental and social concerns were given equal consideration to economic concerns, rather than being outweighed by economic concerns. In particular, the status of "undesigned" countryside (non-Green Belt countryside without any landscape designation such as Area of Outstanding Natural Beauty) was perceived by many to have weakened considerably from the previous national policy position on development in the open countryside (expressed in PPS7: *Sustainable Development in Rural Areas*).
- 1.8. Following a lengthy period of reflection on the consultation responses, the Department for Communities and Local Government (CLG) published the final version of the National Planning Policy Framework (NPPF) on 27 March 2012, with *Technical Guidance to the National Planning Policy Framework* being published the

same day. With the exception of Planning Policy Statement 10 (*Planning for Sustainable Waste Management*) and various other minerals guidance notes, every other Planning Policy Statement (PPS), Planning Policy Guidance (PPG), Minerals Policy Statement (MPS) and Minerals Planning Guidance (MPG) has been replaced by the NPPF, alongside various Letters to Chief Planning Officers and Circular 05/2005: *Planning Obligations*.

- 1.9. The purpose of this report is to analyse how the NPPF alters the planning 'landscape' compared to the pre-existing situation, with particular reference to areas of relevance to Norfolk. Given the length of the NPPF and the multiplicity of issues addressed, it is not possible to give a comprehensive analysis of each section of the NPPF and its implications to Norfolk County Council, so the assessment below addresses the key points only.
- 1.10. It is important to recognise, however, that planning Acts listed in paragraph 1.2 require that applications for planning permission be determined in accordance with the development plan, unless material considerations indicate otherwise. The NPPF does not change this position; the NPPF is just one (amongst a number of potential other) material considerations (albeit one which, in many cases, will be of considerable planning 'weight'). The situation is discussed further below.
- 1.11. On 23 March 2012 the Government published *Planning Policy for Traveller Sites*, which supersedes two Government Circulars, on Planning for Gypsy and Traveller Sites (01/06) and Planning for Travelling Show People. This has to be considered alongside the NPPF when assessing the need for Gypsy and Traveller sites.

## 2. Discussion

### 2.1. *The NPPF's Core Planning Principles*

Paragraph 17 of the NPPF sets out 12 core land-use planning principles (*summarised below*) which, it says, should underpin both plan-making and decision-taking. Planning should:

- Be genuinely plan-led, with succinct Local Plans and Neighbourhood Plans setting out a positive vision for the future of the area;
- Be a creative exercise in finding ways to enhance and improve the places where people live their lives;
- Proactively drive and support sustainable economic development to deliver the development the country needs;
- Always seek to secure high-quality design;
- Promote the vitality of the main urban areas, recognise the intrinsic character and beauty of the countryside, and support thriving rural communities;
- Support a low-carbon future in a changing climate and encourage the use of renewable resources;
- Conserve and enhance the natural environment and reduce pollution;
- Encourage the re-use of 'brownfield' land, provided it is not of high environmental value;
- Promote mixed-use developments and encourage multiple benefits from the

- use of land (e.g. wildlife enhancement and food production on farmland);
- Conserve heritage assets (historic buildings and archaeological resources);
- Make the fullest use of public transport, walking and cycling, and focus development in “sustainable” locations; and
- Take account of and support local strategies to improve health, social and cultural well-being for all.

### ***Minerals (Section 13 of the NPPF)***

- 2.2. The national minerals policy situation has changed relatively little in the NPPF. Much of the substantive policy content of MPS1: *Planning and Minerals*, has been transferred over into the NPPF, including the length of mineral landbanks, the safeguarding of mineral resources and key pieces of infrastructure, and the need for appropriate controls and mitigation to protect humans and the natural and built environment. Technical guidance on noise, dust and restoration is included in an accompanying document called *Technical Guidance to the National Planning Policy Framework*; guidance on dust and noise was previously contained within Annex 1 and Annex 2 of MPS2: *Controlling and Mitigating the Environmental Effects of Mineral Extraction in England*.

### ***Waste***

- 2.3. The national waste policy situation is almost completely unchanged, with the NPPF not including any waste policy material. This is because the Government must, under EU law, prepare a National Waste Management Plan. The Plan, which will incorporate material from PPS10, the National Waste Strategy and various other documents, will be issued for consultation later in 2012, and is scheduled to be adopted by the end of 2013 at the latest. Until this time, PPS10 will remain extant.

### ***Building a strong, competitive economy (Section 1)***

- 2.4. Paragraphs 20 and 21 of the NPPF emphasise that Local Planning Authorities have a key role in planning proactively to help achieve economic growth, for instance by addressing potential barriers to investment. In particular, a clear economic vision and strategy should be set out, existing business sectors should be supported, the promotion and expansion of clusters or networks of knowledge-driven, creative or high technology industries should be planned for positively and priority areas for economic regeneration and infrastructure enhancement identified. Whilst the emphasis in the NPPF is clearly on the role that the planning system (and, therefore, Local Planning Authorities) should have in supporting economic growth, it is pleasing to note that Norfolk County Council (in its widest form as a public body) appears to be already meeting all the relevant requirements of paragraph 21 of the NPPF through its economic development work.
- 2.5. Norfolk County Council has for many years recognised the importance of retaining and expanding existing businesses, and attracting new businesses to Norfolk, with just two examples of this work the part-funding of the Great Yarmouth Outer Harbour and the creation of and support for Hethel Engineering Centre (HEC). Previously much economic development work with partners took place under the umbrella of Shaping Norfolk's Future (SNF). However, following the winding-up of SNF, in April 2012 Cabinet approved the County Council's own Economic Growth Strategy (EGS). Clearly future economic development initiatives promoted by Norfolk County Council

should, wherever possible, be consistent with the plan-making priorities of Norfolk's Local Planning Authorities in seeking sustainable economic growth.

- 2.6. The requirement for “a clear economic vision and strategy for their area” has obviously been met by the development and approval of the EGS. The second clause of paragraph 21 of the NPPF requires that criteria are set, or strategic sites identified, for local and inward investment, and this is essentially covered by Theme 3 of the EGS.
- 2.7. Thirdly, the NPPF says that Local Planning Authorities should support existing business sectors and identify and plan for new or emerging sectors. The County Council has demonstrated this through, for example, continued support for HEC, and work with other Local Authorities in Norfolk and beyond to maximise the opportunities for wind-farm technology investment in eastern England. The Council is also developing a tailored approach to assisting all of Norfolk's key sectors to grow and provide higher value / higher skilled jobs.
- 2.8. The NPPF's fourth requirement, to plan positively for the promotion of knowledge-driven, creative or high-tech industries, is met by the sectoral assistance approach mentioned above, including the expansion of HEC, home to high-performance engineering and manufacturing companies, wind-farm supply chain development in Great Yarmouth and assistance to the Norwich Research Park to deploy the £26m granted to them by Government.
- 2.9. Finally, the requirement to identify priority areas for economic regeneration and infrastructure provision is met in part by the Council's involvement in the successful development of the New Anglia Local Enterprise Partnership, and the Enterprise Zone covering parts of Great Yarmouth and Lowestoft. The County Council is also working closely with partners including district councils, the Highways Agency and utility providers to develop a Norfolk Infrastructure Plan, covering elements such as transport, utilities and broadband.
- 2.10. Clearly there is a much work to be done to continue to improve Norfolk's economic performance, but councillors can be reassured that the steps already taken match closely the key principles set out in the NPPF.
- 2.11. ***Biodiversity & Landscape (Section 11)***  
Biodiversity will be treated as before (with the need for harm to be avoided, mitigated and compensated for) and Sites of Special Scientific Interest receive the same protection as previously enjoyed. Ancient woodland and veteran trees receive greater recognition than is currently the case. The role of strategic planning for green infrastructure, coherent ecological networks and landscape-scale conservation are recognised and, for the first time, so is the value of ecosystem services. Geodiversity sites are given higher prominence than previously.
- 2.12. The development of brownfield sites is “encouraged”, provided that they are not of high environmental value (some can be valuable habitats for birds and reptiles in particular). This is a weakening of the previous guidance in PPS3, which said that the “priority” for development should be brownfield land. However, the NPPF says that local planning authorities can consider the case for setting local targets for the use of brownfield land in their Local Plans.

2.13. ***Transport (Section 4)***

Development and transport solutions which support reductions in greenhouse gas emissions and congestion are encouraged, with non-car transport modes supported. Safe and secure layouts which minimise conflict between traffic and cyclists & pedestrians are also supported, with the setting up of “home zones” also explicitly encouraged. This policy position is not particularly different to the previous guidance set out in PPG13: *Transport*.

2.14. ***Healthy and inclusive communities – includes schools (Section 8)***

The use of shared spaces and community facilities (shops, sports venues, pubs, places of worship etc) should be planned for positively, with the unnecessary loss of such facilities guarded against.

- 2.15. The Government attaches great weight to ensuring that a sufficient choice of school places is available and, through other legislation, is creating a system of greater diversity of provider and one which it wishes to see driven by local wishes and aspirations. In practical terms for the County Council, its education planning functions will in future be more as a commissioner of new places than a direct provider. The diversity of provider may mean that more planning applications will be determined at District level in Norfolk than has historically been the case. The NPPF says that Local Planning Authorities should give great weight to the need to create, expand or alter schools, and work with ‘schools promoters’ (which includes the County Council where it is submitting the application) to resolve key planning issues before applications are submitted. The Government’s intention to reduce the amount of guidance on school space standards will also be relevant. This short section of the NPPF is unambiguous in making clear that planning considerations should be a contributor and not an obstacle to a more diverse school system, increasing parental choice.
- 2.16. Section 7 of the NPPF (*Requiring good design*) talks of the “great importance” that the Government attaches to the design of the built environment. Paragraph 58 says that Local Plans should “*develop robust and comprehensive policies that set out the quality of development that will be expected for the area*”. Bearing this in mind, and with the fact that “free school” and academy proposals (many not involving the County Council as provider or funder and thus to be determined at District level) are becoming more frequent, it is felt that there is considerable merit in investigating whether the County Council could work with the seven district councils to prepare a Supplementary Planning Document on Design of Education Buildings, to ensure high-quality design is secured.
- 2.17. The protection of sports and recreational buildings and land from being built on is essentially the same as previously, with the development of such land needing to be on land “surplus” to requirements, or where the proposals would be replaced by equivalent or better provision, or where the development is for alternative sports and recreation provision of which there is a greater need than the pre-existing facilities.
- 2.18. Public rights of way and access should be protected and enhanced, with opportunities to provide better facilities being sought.
- 2.19. Paragraphs 76-78 presage the introduction of a new land-use designation, Local Green Spaces. Local Green Spaces are in essence areas of ‘green’ (non-developed) land of “particular importance” to local communities. The planning status of such land would be treated in a similar way to Green Belt land (of which there is

none in Norfolk), in that “very special circumstances” would need to be advanced before planning permission could be granted to develop it.

- 2.20. The NPPF says that a Local Green Space must be: in reasonable proximity to the community it serves, be demonstrably special to the local community and hold a particular local significance (perhaps because of its beauty, wildlife value, recreational value or tranquillity).
- 2.21. Local Green Spaces are clearly intended to fulfil a similar niche to Village Greens, the designation of which has commonly been sought by local communities in an attempt to frustrate development proposals on land. There can be little doubt that many local communities will seek to have valued areas of undeveloped land near them so designated, particularly if they have high development potential. However, the NPPF says that Local Green Spaces can only be introduced through the preparation or review of a Local Plan (compared to Village Green designation applications, which can be made at any time by local residents). The NPPF also states that the Local Green Space designation “will not be appropriate for most green areas or open space” and cannot be “an extensive tract of land”. It is therefore likely that the designation of Local Green Spaces could become a divisive local issue, with many competing bids, most of which will have to be considered to be mutually exclusive by Local Planning Authorities.
- 2.22. ***Conserving and enhancing the historic environment (Section 12)***
- The level of protection that PPS5: *Planning for the Historic Environment* gave to the historic environment has been maintained in the NPPF, and most of the policies in PPS5 are present in the NPPF in one form or another. Heritage is viewed as part of the solution for long term sustainable growth, not a block on development, and having a balanced, succinct policy is helpful. The aim of the NPPF, combined the PPS5 Practice Guide (which remains extant), will help to deliver the kind of growth that protects and enhances Norfolk’s valued historic places while, at the same time, integrating high quality new development within it.
- 2.23. Having expertise on the ground to be able to give high-quality heritage advice and to make appropriate decisions will therefore continue to be essential. Owners and developers will continue to need access to high quality local authority data and expertise on the historic environment. The work of the Norfolk Historic Environment Service (HES), with its important data management and planning advice work, will therefore not need to change significantly, but can build further on the excellent working relationship with the Norfolk district councils and adjoining county councils.
- 2.24. ***Meeting the challenge of climate change, flooding and coastal change (Section 10)***
- The NPPF uses strong language in this section, emphasising the “key role” of planning in securing “*radical reductions in greenhouse gas emissions...providing resilience to...climate change and supporting the delivery of renewable and low carbon energy. This is central to...sustainable development*”. However, the substance is not radically different to that contained previously in the guidance documents such as *Planning and Climate Change – Supplement to Planning Policy Statement 1*.

- 2.25. The section on flood risk management and reduction is, likewise, lifted almost verbatim from PPS25: *Development and Flood Risk*. Additional guidance from PPS25 (for instance, on undertaking Flood Risk Assessments) is included in a sister document *Technical Guidance to the National Planning Policy Framework*, and PPS25: *Development and Flood Risk – A Practice Guide* is still extant. Relatively little change is therefore expected in the treatment of flood risk as a planning issue.
- 2.26. The NPPF directs Local Planning Authorities to identify areas likely to be affected by physical changes to the coast (i.e. coastal erosion and flooding) as Coastal Change Management Areas. As well as identifying appropriate development types in such areas, Local Planning Authorities should “*make provision for development and infrastructure that needs to be relocated away from Coastal Change Management Areas*”. This is a new approach for national policy guidance, but it is not new in Norfolk – the adopted North Norfolk Core Strategy contains such policy provision, which allows the relocation of at-risk properties in locations such as Happisburgh. Indeed, the inspiration for this NPPF requirement could well be the innovative work of North Norfolk District Council in this regard – it is known that ministers have kept a close eye on this work for some years now.
- 2.27. **Miscellaneous points**
- Section 2 (***Ensuring the vitality of town centres***) requires town centre uses (including retail, leisure and office uses) proposed outside town centres to be subject to a sequential test (i.e. it must be demonstrated that there are no suitable and available sites closer to the town centre). This test is largely unaltered from that previously existing, and does limit the development potential for some of the County Council’s non-town centre landholdings.
- 2.28. Section 3 (***Supporting a prosperous rural economy***) is also of some relevance. The sustainable growth of businesses and enterprises in rural areas, including diversification, should be supported. The County Council, through its 16,000-acre County Farms estate, is a significant rural landowner, and might wish to promote appropriate proposals through the districts’ Local Plans/LDFs and/or planning applications. In addition, the County Council’s wholly-owned energy services company, Norfolk Energy Futures, is keen to support the rural economy (and, indeed, the urban economy) through appropriate renewable energy generation schemes.
- 2.29. Section 6 is a lengthy section on ***delivering housing***; most of it is only of limited relevance to Norfolk County Council (housing being a District matter). However, it is of note that (as per previous guidance) paragraph 54 invites consideration of the benefits of allowing affordable housing on rural “exception” sites. Norfolk County Council has a commitment to help deliver affordable housing, and will therefore continue to identify small sites for affordable housing where this does not prejudice the wider needs of the County Farms Estate.
- 2.30. Paragraphs 178-181 of the NPPF highlight the existing duty on public bodies to ***co-operate*** effectively on planning issues crossing administrative boundaries. Joint planning policies and joint infrastructure and investment plans are invited for consideration. Norfolk County Council has, of course, already been working for years with Norwich City and Broadland and South Norfolk districts (as the Greater

Norwich Development Partnership) and adopted the Joint Core Strategy; the County Council is also working with the districts and infrastructure providers to develop strategic initiatives such as the Norfolk Infrastructure Plan.

- 2.31. The County Council already provides strategic monitoring and forecasting information alongside economic strategies and infrastructure strategies, but some activities may need to be formalised in order to create an audit trail as evidence of effective co-operation. Officers are currently working with District colleagues to ensure there is a systematic approach to the duty to co-operate across Norfolk.
- 2.32. ***The NPPF's view of what constitutes "sustainable development"***
- The "presumption" in favour of sustainable development was one of the most controversial elements of the Draft NPPF, given the lack of definition of what constituted "sustainable development". Whilst no succinct definition is given in the NPPF, reference is made to the well-known Brundtland definition (*"development which meets the needs of current generations without compromising the ability of future generations to meet their own needs"*), and the five 'guiding principles' set out in the UK Sustainable Development Strategy *Securing the Future*.
- 2.33. The NPPF is keen to emphasise that high-quality development can deliver economic growth, higher social standards, and an improved local environment. Where there is some conflict (e.g. development would have positive economic impacts, but at a cost of negative social and/or environmental effects), paragraph 14 of the NPPF provides further guidance (summarised below):
- 2.34. For **plan-making**, Local Plans should meet objectively-assessed needs (e.g. for housing, employment land, mineral extraction etc) unless "any adverse impacts of doing so would significantly and demonstrably outweigh the benefits" (assessed against all NPPF policies), except where specific NPPF policies indicate development should be restricted (e.g. SSSIs, Area of Outstanding Natural Beauty etc).
- 2.35. For **decisions on planning applications**, proposals in accordance with the development plan should be approved "without delay". Where development plan policies are "absent, silent or out-of-date", planning permission should be granted unless "any adverse impacts of doing so would significantly and demonstrably outweigh the benefits", when assessed against the NPPF as a whole (taking into account policy restrictions such as SSSIs, AONBs etc).
- 2.36. It is noteworthy, however, that paragraph 6 of the NPPF states that *"the policies in paragraphs 18-219 (of the NPPF), taken as a whole, constitute the Government's view of what sustainable development in England means in practice for the planning system"*. Any assessment of whether planning applications constitute "sustainable development", as a material planning consideration, will therefore need to have due regard to the 202 relevant paragraphs in the NPPF.
- 2.37. ***Conclusions – Plan-Making***
- Having an up-to-date adopted Local Plan/Local Development Framework is key to Local Planning Authorities retaining closer control of development in their areas. Annex 1 (paragraph 214) of the NPPF states that for 12 months following the

NPPF's publication, decision-takers can continue to give full weight to any policies adopted since 2004, even if there is a degree of conflict with the NPPF policies.

- 2.38. Local Plans requiring revision to bring them in line with the NPPF should be progressed "as quickly as possible". Partial revisions of Local Plans are possible. However, although the plan-making Regulations have just been updated and revised to reduce the number of formal steps required, there is no detail as to how partial reviews could work, and in particular whether they would need to be assessed by an independent Inspector. The reality is that even a straightforward evidence-gathering phase, followed by an "issues and options" public consultation, then a pre-submission "soundness" representations followed by formal submission, independent examination and adoption is likely to take well in excess of 12 months, unless the requirements for a partial review are relaxed.
- 2.39. Norfolk is in a fortunate position compared to many Local Planning Authorities. The Core Strategy and Minerals and Waste Development Management Policies DPD was adopted in September 2011, with the Minerals and Waste Site Specific Allocations DPDs scheduled for adoption in spring 2013. An initial assessment of the NPPF has not revealed any obvious or significant policy 'gaps' in the Core Strategy, so an early review (partial or otherwise) is not thought to be necessary, although officers will keep the situation under review as NPPF analysis and caselaw develops further. Apart from Great Yarmouth Borough, all Norfolk districts also have adopted Core Strategies in place (the successful legal challenge to part of the Joint Core Strategy notwithstanding). Infrastructure planning of particular relevance to the County Council, such as school place provision has been part of the development of these plans. Nonetheless, each authority will want to undertake a 'compatibility check' with the NPPF in the near future to identify any policy gaps they may have.
- 2.40. **Conclusions – Development Management**
- It is to be expected that there will be an increase in planning applications that developers will attempt to justify by reference to the adverse impacts not, in their judgement, significantly and demonstrably outweighing the benefits. However, it is important to remember that because Norfolk County Council has an up-to-date Minerals & Waste Core Strategy, and is in the latter stages of preparing the two Site Specific Allocations DPDs, the "significantly and demonstrably" test will not normally need to be considered when determining minerals and waste planning applications. As a result, a significant increase in minerals and waste planning applications generally, and approvals specifically, is not expected to result from the publication of the NPPF.
- 2.41. The NPPF does, however, provide very strong policy support for new schools and community facilities. Planning applications for such development are likely to have to have very significant flaws to be not recommended for approval (although each application must and will, of course, continue to be treated on its own merits). As noted in paragraph 72 of the NPPF, this reinforces the need for meaningful and effective pre-application engagement so that key issues are identified at the earliest opportunity.
- 2.42. **Enforcement**
- PPG18: *Enforcing Planning Control* has been superseded by the publication of the NPPF, and enforcement only merits a single paragraph (207) in the NPPF. Circular 10/97 remains in force, however, as do various other circulars and advisory notes,

and the 1990 Town and Country Planning Act provides the main legislative regime authorising enforcement activities.

- 2.43. One interesting inclusion in paragraph 207 is that it invites Local Planning Authorities to “consider publishing a local enforcement plan to manage enforcement proactively, in a way that is appropriate to their area”. Norfolk County Council already has a planning enforcement Code of Practice in place. This was adopted a number of years ago (with periodic updates), and although still valid, the introduction of the NPPF may provide a timely opportunity to revisit the guidance. Children’s Services would welcome this in respect of schools, given the likely diversity of applicants in future, as referred to above.

2.44. ***Gypsy and Traveller issues***

As noted in paragraph 1.11 above, *Planning Policy for Traveller Sites* was published a few days prior to the NPPF. The main issues arising from the policy are that districts and boroughs will be responsible for making their own assessment of need for the purposes of planning (previously, the East of England Plan determined this for each individual authority) and for authorities to plan for sites over a reasonable timescale. This would involve identifying and updating annually, a supply of specific deliverable sites sufficient to provide five years’ worth of sites against their locally set targets as well as identifying a supply of specific, developable sites or broad locations for growth, for years six to ten.

- 2.45. As the provision of Gypsy and Traveller sites is not a county function or statutory duty, the direct impact of this policy is negligible. The only direct impact would be the need to manage increased unauthorised encampments should supply not meet demand.

2.46. ***Final conclusions***

Much of the Government rhetoric on the NPPF has been about how a radically simplified planning system will cut costs for businesses and individuals whilst increasing the speed and predictability of decision-making. The main aim of this reform is to increase the rate of house-building and allow businesses to build the developments they would like more easily, and so Norfolk County Council’s role as Local Planning Authority is, as explained above, likely to be less affected by these changes than the district councils.

- 2.47. Nonetheless, as outlined above, the County Council will, as landowner, Education Authority, Local Planning Authority, Highway Authority and Waste Disposal Authority (to name but a few roles) be affected significantly by the NPPF and associated changes.
- 2.48. It is, of course, far too early to reach a judgement on whether the reforms to the planning system will prove to be as effective as the Government hopes. However, a general consensus seems to be emerging from planning commentators that whilst small-scale development may well benefit, residents facing large-scale development proposals are unlikely to prove any more conciliatory than they have historically been, and an increase in “planning by appeal” is expected, at least in the short term.
- 2.49. Irrespective of this, Norfolk County Council should continue to plan positively for the future, taking advantage of the decentralisation of powers and its general power of wellbeing to help deliver more sustainable development in the county.

### 3. **Resource Implications**

3.1. **Finance** : None

3.2. **Property** : As noted in the report, the NPPF could have some implications for the County Council's landholdings. On the one hand sustainable development proposals (such as farm diversification projects and projects delivering economic growth) are more likely to be deliverable now. There is also, though, the risk of Local Green Space designations being sought on some County Council land parcels, which if granted would severely limit their development potential.

### 4. **Other Implications**

4.1. **Legal Implications** : None

4.2. **Equality Impact Assessment (EqIA)** : N/A

4.3. **Communications** : The development of the NPPF has been very controversial, and there is likely to be some press interest in this report.

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

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

5.1. N/A

### **Action Required**

- (i) Note the publication of the NPPF, agree that Norfolk County Council is well-placed to manage the changes that will result, and agree that the County Council should take full advantage of opportunities to deliver sustainable development.

### **Background Papers**

National Planning Policy Framework -

<http://www.communities.gov.uk/publications/planningandbuilding/nppf>

### **Officer Contact**

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

<b>Name</b>	<b>Telephone Number</b>	<b>Email address</b>
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Adam Nicholls	01603 222760	Adam.nicholls@norfolk.gov.uk
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## **Procurement of ETD Highways and Related Services from 2014**

Report by the Director of Environment, Transport and Development  
and the Head of Procurement

### **Summary**

The County Council has had contractual arrangements with private sector companies since April 2004 to assist with delivery of "Environmental Services", which in practice have focused on the delivery of highway-related activities.

In 2010/11 these contracts were renegotiated, resulting in savings of £1.5M per annum. The contracts expire in March 2014 and cannot be extended further.

One contract is with May Gurney for highway maintenance and construction works and one with Mott MacDonald for professional advice, scheme design and project management. Both companies work in partnership with the county council and work collaboratively with the in-house teams to achieve integrated service delivery.

Options for reprocurring the highways and related services, to commence in April 2014, were presented to Overview and Scrutiny Panel in January 2012 and considered by Cabinet on 5 March 2012. Option F2+ ("as existing with enhanced performance management") was considered the preferred option.

This report updates Members on the progress with the re-procurement exercise to date. It also details the key milestones within the procurement process and highlights the required input from Members at key points, to consider progress within the programme and to give guidance and approvals as part of the decision making process.

The report also seeks a recommendation to Cabinet to delegate certain decisions to the Director of Environment, Transport and Development in consultation with relevant Members and the Cross-Party Procurement Board, chaired by the Cabinet Member for Planning and Transportation to help enable prompt decisions to be taken during the procurement process to help achieve delivery against a challenging programme.

### **Action Required**

Members are asked to:

- Consider the content of this report and the key milestones within the procurement programme.
- Recommend to Cabinet that decisions other than those detailed in 2.2 and 2.3 are delegated to the Director of Environment, Transport and Development in consultation with the Cross-Party Member Board and the Head of Procurement.

## 1. Background

- 1.1. The County Council has had contractual arrangements with private sector companies since April 2004 to assist with delivery of "Environmental Services", which in practice have focused on the delivery on highway related activities. These contracts end in 2014. One contract is with May Gurney for highway maintenance and construction works and one with Mott MacDonald for professional advice, scheme design and project management. Both companies work in partnership with the county council and work collaboratively with the in-house teams to provide integrated service delivery.
- 1.2. The current contract arrangements include a mix of in-house and outsourced provision for both blue and white collar services. The department maintains a client capability to manage the performance of both the contracting partners, whilst benefiting from private sector innovation and expertise. Senior managers from the partners are closely integrated with those of the department, meaning that they have a good understanding of the Council's needs and are quick to reflect changes in emphasis and priorities, without the need for formal contractual revisions. This gives the Council a flexible and responsive service.
- 1.3. A range of options for reprocurring the Highway related services, with their associated pros and cons, were presented to Overview and Scrutiny Panel in January 2012 and considered by Cabinet on 5 March 2012.
- 1.4. Option F2+ ("broadly as existing arrangements with enhanced performance management") was approved as the preferred option.

This option would build on the current successful arrangements and build on some of the improvements achieved in the recent renegotiation, for example, more refined performance indicators and more pressure to encourage innovation and initiatives and reduce costs. It also enables the employment of local people through the appropriate mix of in-house employed staff. Provision for the selected suppliers to make provision for effective apprenticeship programmes can also be incorporated as a key requirement.

There would be two categories of contract, as now.

- The works contract(s) would include:  
All construction and bridgeworks; routine maintenance work such as grass cutting, weed spraying, gully emptying, safety fence repairs, road lining and cats eyes; surface dressing and resurfacing and traffic signals
- The professional advice, scheme design and project management contract would include:  
Project management, scheme feasibility and design, stakeholder consultation, bridge inspection and assessment; traffic modelling; public transport and environmental advice and design and project management of schemes such as household waste recycling centres (but not the operation of such facilities).

Under this arrangement the in-house role as highway authority will be:

Asset and programme management; project management, scheme feasibility and

design, stakeholder consultation, bridge inspection and assessment; highway maintenance, area and contract management; highway rangers, winter maintenance and emergency response; network management and safety; highways development control and urban traffic control room.

- 1.5. Following Cabinet's decision, Officers have been developing the project plan, identifying key milestones for the procurement exercise, establishing workstreams for Officers to work up and exploring 'lots' or packages of work for potential suppliers to consider.

### **Collaboration with other councils**

- 1.6. Discussions continue with Suffolk County Council as it continues with its procurement programme. We have been sharing ideas and experiences in a joint process which has been endorsed by members in both counties. This will not result in Suffolk and Norfolk sharing the same contract, but will give the following benefits:
- Sharing procurement costs and skills/knowledge.
  - Scope to benchmark the contracts and measure relative performance.
  - Common practices, specifications and contract terms give potential to use each other's contractors if this is beneficial to service delivery/cost.
  - Responds to market feedback that each contract value is large enough to stand alone and achieve good value for money (joining them together may restrict competition).
  - Potential to investigate cross-boundary working practices once both contracts have been established

The contract development work will seek more consistency with neighbours by using consistent standards wherever possible to improve benchmarking, reduce contractors' costs and ensure as far as possible that authorities can use each others' contractors.

- 1.7. The Eastern Highways Alliance - an agreement for all the highway authorities in the east of England to work together to achieve efficiencies and cost reductions – has as its first initiative put in place a framework contract for medium-sized highway improvement and structural maintenance works valued at between £50k and £5m. It therefore provides additional capacity, the ability for further benchmarking and an opportunity to use another contractor if necessary.
- 1.8. Having the ability to utilise both these arrangements will give us the opportunity to help facilitate enhanced performance management within our arrangements through benchmarking and market testing.

### **Procurement Board**

- 1.9. The cross-party member board continues to oversee the development of the delivery arrangements from 2014. This is chaired by the Cabinet Member for Planning and Transportation, Graham Plant, and includes the Cabinet Member for Finance and Performance, Ian Mackie; Cabinet Member for Efficiency, Cliff Jordan; Deputy Cabinet Member for Planning and Transportation, Beverley Spratt; James Joyce from the Liberal Democrats and Richard Bearman from the Green Party.

## 2. Key Milestones

- 2.1. Officers have developed a strategic programme for the procurement process, including the following key milestones;
- Cabinet approved scope of contract - 5 March 2012
  - Outline Business Case and approval of Official Journal (“OJEU”) notice advertising the contract– late autumn 2012
  - Publish OJEU notice and undertake shortlisting - early 2013
  - Competitive dialogue with shortlisted contractors– summer 2013
  - Award contract and commence mobilisation/transition- autumn 2013
  - Start of new contract – April 2014.
- 2.2. A rigorous, member-led process is proposed. The cross-party procurement Board will provide regular and close member overview, scrutiny and direction of the procurement process. The ETD Overview and Scrutiny Panel will recommend key decisions to Cabinet who will make the key decisions. The programme has been developed to enable Members to influence the procurement process, the selection criteria the evaluation process, to approve the OJEU notice and make the contract award decision. There will be papers prepared for Overview and Scrutiny Panel and subsequent Cabinets, providing details of the OJEU (Official Journal of the European Union) notice and Pre-qualification criteria. This will require Member approval during late autumn 2012.
- 2.3. At the end of the procurement process in the autumn of 2013, Members will be asked to approve the contract award when the evaluation of final submissions will be presented to Cabinet (preceded by guidance from Overview and Scrutiny Panel), after Procurement Board consideration.
- 2.4. Although the programme end date is some 2 years away, there is a considerable amount of work to be done during 2012. All the evidence are that procurement projects are more effective, and lower cost, if the maximum preparation is undertaken before the OJEU notice is placed. To ensure an effective and efficient programme, we are using lean procurement techniques, which have recently been developed by Cabinet Office Efficiency and Reform Group.
- 2.5. Appendix A details the key elements of Central Government’s lean procurement process. Our programme has been formulated to accord with the target of 150 days, as opposed to a typical period of 450 days prior to the development of this process.
- 2.6. To help make the procurement process more manageable, the programme has been split into individual workstreams. In accordance with corporate project management guidance and good practice, each workstream has been assigned a sponsor who reports to Assistant Director level within their respective service area. Each sponsor has identified leads and teams with the appropriate expertise to help develop these workstreams. Details of each workstream, including the elements of the procurement that they will be covering, are included within Appendix B.
- 2.7. These working groups will engage with each other to address overarching issues. The workstream sponsors will report to the project team and they will be drafting project briefs and programmes for their own areas of work. Outputs will be coordinated within the overall procurement programme plan. The activity of the workstreams will be coordinated through the governance arrangements for the

procurement programme, which will include the Procurement Board.

### **Member Scrutiny**

- 2.8. It is proposed that Cabinet approves the issue of the OJEU Notice and the award of the contract but that other decisions are delegated to the Director of Environment, Transport and Development in consultation with the Cabinet Member for Planning and Transportation, the cross party Highways Procurement Board and the Head of Procurement. This is necessary because detailed decisions will need to be taken promptly throughout the procurement process.
- 2.9. The award decision will, by law, need to be made against the specification and evaluation criteria set out by the Council before the procurement commences. The most critical area of member involvement is therefore in making sure that the specification and criteria correctly reflect members' wishes. They will be discussed in detail at the cross-party board and then brought to ETD Overview and Scrutiny Panel in November 2012 before final approval by Cabinet in December 2012.
- 2.10. The Procurement Board will oversee the development and execution of the procurement programme. During the summer and early autumn, the Board will have a key role. It will ensure that the overall approach, scope, outline specification, draft Key Performance Indicators and evaluation model that will be developed for submission to Scrutiny and Cabinet reflect both the strategic direction set by members and the practical requirements of the Highways service.
- 2.11. During Summer 2012 we will also be engaging further with potential service providers. We will seek their views about efficient conduct of the dialogue and about ways to mitigate unnecessary commercial uncertainty, which could lead to higher prices. We will report the outcomes of these discussions to the Board and reflect them in our next report to Scrutiny.

Early in 2013, we shall be finalising our dialogue strategy and taking shortlisting decisions. It is proposed that the Board be closely involved in these decisions.

### **3.0 Conclusion**

- 3.1 The programme for reprocurring the highways and related services contract is on target to hit the key milestones identified in paragraph 2.1. However there is considerable amount of work involved. A lean and effective process is critical to ensure that the project concludes on time.
- 3.2 The process has been designed to minimise delay, costs and risks. Appropriate resource (staff and finance) has been identified to progress the key elements of this programme together with assistance from specialist areas of the organisation to help take this work forward.
- 3.3 To help enable the project to run according to the planned timescales and to maintain continuity, the process needs to be as simple and streamlined as possible, whilst maintaining a clear and auditable decision making process.
- 3.4 Members will be closely engaged throughout the process and will be making the key decisions relating to the determination of the scope of the proposed contracts and selection criteria and subsequent contract awards.

### **4. Resource Implications**

4.1 **Finance :**

The project will have a budget of £600,000 through to the procurement.

4.2 **Staff :**

Delivery of the project will involve a cross-functional team including officers from Highways, Travel and Transport, Procurement, Legal, HR and other parts of the authority.

4.3 **Property :**

Sharing of highways depots with Suffolk County Council will be explored as we work with them in our respective procurement processes. Consideration will be given to the availability of property assets as the contract conditions are developed and during the competitive dialogue process

4.3 **IT :**

Changes and compatibility to system requirements will be considered during the procurement process and competitive dialogue.

5. **Other Implications**

5.1 **Legal Implications :**

NP Law will be engaged throughout this procurement process to mitigate any legal risks The main issues will be compliance with procurement law; compliance with employment and equalities law concerning staff transfer; and contractual robustness.

5.2 **Human Rights :**

None

5.3 **Equality Impact Assessment (EqIA) :**

An equality impact assessment will be undertaken at an early stage to make sure that equality implications are considered in time for the procurement process to take proper account of them.

5.4 **Communications :**

The Council has been open and transparent throughout so there are no urgent communications issues. A stakeholder analysis and communications plan will be developed as part of the programme.

5.5 **Health and safety implications :**

The Highways contract is clearly health and safety critical. Appropriate professional advice will be taken at an early stage and throughout to ensure that health and safety measures are intrinsic to the contract design and subsequent governance.

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

6. **Section 17 – Crime and Disorder Act**

6.1 None

## 7. Risk Implications/Assessment

- 7.1 There is always uncertainty about the ultimate market response to any major procurement. There are risks associated with limited market response and/or failure to achieve the expected financial outcomes from any reprocurement exercise. As set out above, there are also legal risks which will need to be mitigated.

### Action Required

Members are asked to

- (i) Consider the content of this report and the key milestones from the procurement programme.
- (ii) To agree to recommend to Cabinet that decisions other than those detailed in 2.2 and 2.3 are deferred to the Director of Environment, Transport and Development in consultation with the Cross-Party Member Board.

### Background Papers

Cabinet (5 March) - ETD Highways Re-procurement – identifying and analysing options for the procurement of services to take effect from 2014. Approval of preferred option.

ETD Overview and Scrutiny Panel (11 January 2011) - ETD Highways Re-procurement – identifying and analysing options for the procurement of services to take effect from 2014.

Cabinet (24 January 2011) - Environment, Transport and Development Strategic Review – future service delivery method

ETD Overview and Scrutiny Panel (17 November 2010) – ETD Strategic Review – updating the Panel on progress, including the findings of Workstream 3 (size and prioritisation of the highway capital programme)

ETD Overview and Scrutiny Panel (12 January 2010) – ETD Strategic Review – updating the Panel on the conclusions of the Review, and how work will be taken forward

Cabinet (9 August 2010) - Environment, Transport and Development Strategic Review – Strategic Outline Case

Cabinet (12 July 2010) – Strategic Review of Environment, Transport and Development

### Officer Contact

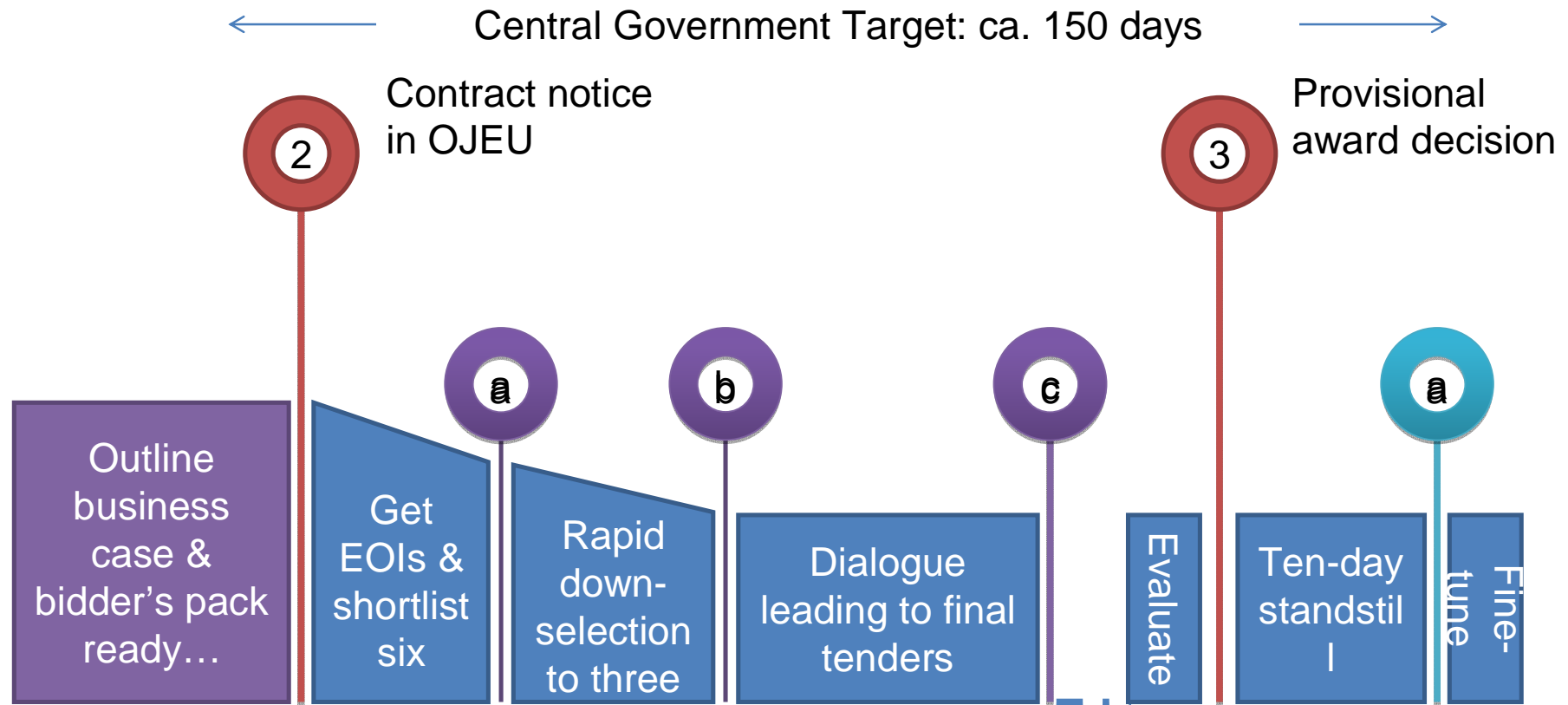
If you have any questions about matters contained in this paper please get in touch with:

Name	Telephone Number	Email address
John Joyce	01603 222452	john.joyce@norfolk.gov.uk
Nick Haverson	01603 228864	nicholas.haverson@norfolk.gov.uk



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# The lean procurement process



## Appendix B - Procurement of ETD and Highways Related Services - Workstreams

<b>Workstream</b>	<b>Components</b>	<b>Workstream Sponsor</b>	<b>Workstream Lead</b>	<b>Potential team members</b>
<b>Traffic Signals Maintenance</b>	Consideration of the most appropriate method to manage signal upgrades and replacement	Travel Network Manager	Travel Network Manager	Travel and Transport Services
<b>Financial Model</b>	Review of payment mechanisms. Evaluating financial scope of arrangements and considering historic expenditure, effects of indexation, etc	Finance Business Partner ETD	ETD & Resources Accountant	
<b>Procurement</b>	Lead on coordination of procurement activities and competitive Dialogue / Selection Process	Head of Procurement	Head of Sourcing	
<b>ICT Provision</b>	Consideration of necessary systems to underpin future arrangements. Options analysis of existing systems compared to what new providers could offer as part of the new arrangements.	Highways Network Manager	Highways Network Manager	Highways ICT (Information and Communication Technology) Group
<b>HR Impacts (TUPE)</b>	Including TUPE (Transfer of Undertakings (Protection of Employment) Regulations 2006), Health and Safety and Equality Impact Assessment implications	Lead Human Resources Business Partner (ETD & Resources)		Human Resources team, Planning, Performance & Partnerships Manager Equality and Diversity), Health Safety and Wellbeing Manager
<b>Legal Advice/review</b>	Compliance with procurement law; compliance with employment and equalities law concerning staff transfer; and contractual robustness.	Solicitor	Solicitor	NPLaw

Workstream	Components	Workstream Sponsor	Workstream Lead	Potential team members
<b>Specification and Standards</b>	<b>Specification for improvements</b>	Major Projects Manager	Project Team Manager (Major Projects)	Community used for work with Suffolk
	<b>Standards - improvements</b>	Major Projects Manager	Project Team Manager (Major Projects)	Community used for work with Suffolk
	<b>Specification for maintenance</b>	Highways Maintenance Manager	Area Manager East	Community used for work with Suffolk
	<b>Standards - maintenance</b> 'routine' activities including; grass cutting, weed control, gully cleansing winter activity, salt provision (after Private Finance Initiative?), Surface Dressing and other	Highways Maintenance Manager	Maintenance Programme and Support Manager	Climate Change Manager
	<b>Bridges</b>	Major Projects Manager	Team Manager (Bridge Maintenance)	Team Manager (Bridge Management and Design)
	<b>Construction</b> - Surfacing, incl. street lighting, Early Contractor Involvement process, temporary Traffic Management	Major Projects Manager	Project Team Manager (Highway Projects)	Area Manager - West
<b>Professional Services Contract</b> (white collar)	Review of existing arrangements to incorporate lessons learned	Transport Programme Manager	Capital Programme Manager	Grahame Bygrave and Joel Hull (plus representation from Transport Planning and Environment)
<b>Fleet</b>	labour and plant hire and materials requirements; fleet maintenance and apprenticeships	Routine Maintenance Manager	Works Support Manager	

<b>Workstream</b>	<b>Components</b>	<b>Workstream Sponsor</b>	<b>Workstream Lead</b>	<b>Potential team members</b>
<b>KPI/Performance</b>	KPI/payment relationship and contract duration. Including TMA (Traffic Management Act), environmental issues (including carbon reduction targets)	Transport Programme Manager	Strategic Partnership Manager	Area Manager - North
<b>Contract Admin</b>	Audit regime, composition and details of briefs, works ordering, programme management, training requirements prior to commencement of new arrangements	Transport Programme Manager	Area Manager - South	Strategic Partnership Manager
<b>Norwich City</b>	Agency Agreement and City routine activity	Major Projects Manager	City Agency / NATS Manager	
<b>Scope of Contract</b>	Tbd – streams dependant upon recommendation from workstream leads – suggested <ul style="list-style-type: none"> <li>• Blue Collar</li> <li>• White Collar</li> <li>• Drainage Maintenance and Investigation</li> <li>• Intelligent Transport Systems (ITS)</li> <li>• Fleet Management and Maintenance</li> </ul>	Procurement Board	Procurement Team	From outputs of workstreams
<b>Competitive Dialogue</b>	Assemble appropriate issues to discuss with the industry during the selection process	Head of Procurement	Head of Sourcing	
<b>Communications</b>	Development of a stakeholder analysis and communications plan.	Major Projects Manager	Senior Media and Public Affairs Officer	
<b>Exit Strategy</b> (if required)	Strategy for managing services conducted by incumbents if they were to be unsuccessful for future arrangements	Transport Programme Manager	Strategic Partnership Manager	
<b>Client Structure Review</b>	Check internal structure for managing new arrangements	Assistant Director Highways	Major Projects Support Manager	

## **Recycling Centre Service – Commissioning**

Report by the Director of Environment, Transport and Development

### **Summary**

The current contract for 19 of the main recycling centres will expire on 31 March 2014. The Council is delivering significant investment in improved facilities at the centres, which has helped drive up countywide recycling rates to an estimated 46% in 2011/12, including around 70% through its recycling centres. Planning has begun to ensure that the drive for high levels of recycling continues under the new arrangements, while ensuring the most efficient service and keeping costs down.

This is also an opportunity to explore new approaches to delivering this service, in addition to traditional recycling centres (for instance the potential for recycling of green waste at garden centres). Soft market testing has been undertaken to see what options may be viable and this assessment of new approaches will continue to help ensure that any new arrangements are sufficiently flexible to enable us to take advantage of these as they become viable propositions. Work will also continue with other Councils and the Norfolk Waste Partnership, to ensure we get input from Waste Collection Authorities and maximise the scope for joint working.

An initial option appraisal has resulted in two potential options for recycling centre service provision post 2014 being brought before Members for further consideration:

- A Service Level Agreement (SLA) contract between NEWS (part of the Norse Group) and the County Council.
- A competitive procurement exercise

Using NEWS would appear to allow the Council the opportunity to enter into an agile partnering arrangement that may enable more flexible approaches to service provision to be adopted in the future.

Whilst the NEWS arrangement potentially increases service flexibility, without an element of competitive procurement the Council may miss opportunities for better value from the market. This may be addressed through regular “benchmarking” of services, and the option to cancel the SLA contract and procure competitively at a later date.

Details on both options are outlined, which would culminate in recommendations for award for services that would start in April 2014.

### **Action Required**

Members are invited to comment on the contents of this report with a view to making a recommendation to Cabinet on entering into an SLA contract with NEWS.

Members are also invited to agree that a project Board be established.

## 1. Background

- 1.1. The Council's 20 main recycling centres across Norfolk play an important part in increasing Norfolk's recycling rate with the ultimate aim of achieving National and European targets for the diversion of waste from landfill.
- 1.2. The current contract for 19 of the County Council recycling centres, worth over £5m per annum (excluding disposal), will expire on 31 March 2014. The Council provides all 19 sites and May Gurney as the contractor provides the main recycling centre service. The additional site at Mile Cross is managed separately by the Waste Recycling Group with the contract ending in September 2021.
- 1.3. The waste market has changed significantly since the existing contract was awarded, with higher material prices for recyclables and higher disposal costs for rejects. The existing contract was incentivised to achieve greater customer satisfaction and recycling. The Council now faces a reduced budget and the commissioning of this service needs to acknowledge these changes and be able to take advantage of new opportunities as they emerge.

## 2. Soft market-testing

- 2.1 Soft market-testing has been conducted with both traditional waste management companies (including Norse Environmental Waste Services Limited - NEWS) and other organisations, including some new entrants that are not currently involved in the provision of these types of services.
- 2.2 A number of issues were raised that could potentially discourage contractors from bidding for any contract. These include: the splitting of the service into smaller packages, lack of ownership of recyclables, unachievable recycling rates, a desire to have a very low cost service at the expense of a quality service, and a short term contract.
- 2.3 A small number of non-waste management organisations expressed an interest in potentially providing some level of recycling facilities or services in the future. Further discussions on these will take place in due course.

## 3. Commissioning

- 3.1. The project team have reviewed potential options for future recycling centre service provision:

	Options	Comments
1	Procurement	A route that the waste industry is familiar with and is currently being used by the Council for other waste related services and is therefore considered a potentially suitable option.
2	An SLA contract between NEWS/Norse and the County Council.	A route currently being used by the Council for other waste related services and therefore considered a potentially suitable

		option. NEWS provided recycling centre services under a previous Council contract.
3	Inclusion of the recycling centre service within the County Council's Strategic Partnership.	Members have already considered the approach to be taken post 2014 for the County Council's Strategic Partnership. The recycling centre service is not being included. This approach is supported by views expressed after soft market testing.
4	A joint contract with another County Council	A joint contract with another County Council is not felt to add sufficient value to outweigh the identified concerns and risks and would involve a protracted timescale, which is not available. This approach is supported by the views from soft market testing.
5	In-house service provision by the County Council as Waste Disposal Authority (WDA)	In-house service delivery, whilst providing transparency of costs and complete control of service delivery is felt to be more complex, reduce the potential for risk transfer and may actually increase costs due to the loss of opportunity for economies of scale and efficiency.

3.2. Consideration has also been given to the potential for a “mix and match” approach whereby separate arrangements for all or some of the recyclate could be made, or packaging the service up into a smaller number of sites or by service provision ie haulage, management, recyclate etc. These are generally felt not to offer a best value approach for the Council for similar reasons to those given point 5 of the above table. Additionally soft market-testing has indicated that some organisations may not wish to bid if the contract was broken down in any way.

3.3. The options of a Service Level Agreement (SLA) and Procurement are considered worthy of consideration by members and more detail is provided below.

#### 4. **Arrangement with NEWS**

4.1. Subject to best value and state aid law, the Council is not required to run a competitive procurement before contracting with a Controlled Entity. The Council maintains a list of its Controlled Entities which currently includes NEWS.

4.2. NEWS have previously provided recycling centre services on behalf of the Council and have indicated that a contract based SLA approach is something that it supports. This approach would provide financial and operational benefits to the Council, including:

- Open Book system of operation within which NEWS will be able to demonstrate continued Best Value through the regular benchmarking of services.

- Use of existing infrastructure (transfer stations) to provide improved efficiency with transport arrangements and to relieve any pressure upon the recycling centres during busy periods.
- Synergies through the use of the Costessey Materials Recycling Facility (MRF) operated by NEWS, through which the company processes and markets a range of recyclable materials.
- Use of NEWS's In-Vessel Composting facility at Marsham for the treatment of green waste.
- Flexibility to change the service specification, for example as non-traditional waste management service providers develop.

NEWS has confirmed a commitment and ability to meet any specific funding requirements to deliver this service.

- 4.3. In deciding to award a contract to a Controlled Entity Chief Officers are required to have regard to obtaining Best Value and compliance with State Aid law and to any other relevant matters, and shall include a clause in any contract requiring the Council's consent to any sub-contracting to any entity which is not itself a Controlled Entity. The latter requirement would be addressed through the contract terms of any SLA.
- 4.4. A contract based SLA approach with NEWS has been used successfully by the Council for other waste related activities, including an SLA for the disposal of waste at the Edgefield Landfill Site operated by NEWS.
- 4.5. An Open Book approach, including transparency on costs and margins, would provide the Council, in its role as Waste Disposal Authority, with the maximum flexibility with the operation of its recycling centre service meaning that the Council would be able to react to changing needs directly and by using an Open Book approach provide complete transparency.
- 4.6. Profit sharing on material sales is easily incorporated into this approach by sharing the approach to risk and reward.
- 4.7. It is thought that some of the other potential issues and risks could be reduced through:
  - Incorporation of flexibility within the SLA to allow for service variation and transparency of costs for future service changes.
  - An ability to cancel the SLA and take a procurement or any other approach at any later date.

Others would need to be addressed through any future dialogue process.

- 4.8. A contract specification and dialogue about the arrangement would still be required. The specification would also consider key elements such servicing, traffic management, customer care, recycling and reuse, health and safety, plant and equipment etc.
- 4.9. It may be legally possible to run a procurement process and SLA approach in tandem, but not considered advisable for the following reasons:
  - It could be felt by potential bidders that the procurement process was being used to benchmark and improve the terms of a SLA and therefore either deter bidders

- or potentially open the option for legal challenge.
- The County Council may face issues about “good faith” and wasted bid costs, which could have a detrimental impact on future contracts.

## 5. **Procurement Approach**

- 5.1 Procurement is an approach that the waste industry and other organisations are familiar and comfortable with and is the approach currently adopted to provide this service. It is suggested that any procurement is delivered using a condensed competitive dialogue process, to allow bidders the opportunity to discuss various requirements of the Council before they submit their final proposals.
- 5.2 A pre-qualification process would start the procedure to ensure that the applicants fulfil basic requirements and as a means of ensuring that the quantity of participants is restricted to a manageable number. Shortlisted companies will be invited to participate in dialogue meetings. Final tenders would then be invited and evaluated. The successful bidder will be required to hold and maintain operational compliance with the appropriate Environmental Permit for each recycling centre, as issued by the Environment Agency.
- 5.3 A condensed competitive dialogue procedure has advantages for both the County Council and the bidder. The bidders would gain an advantage from not doing abortive work on a detailed bid until they have discussed their proposals with the County Council and can then shape their bid accordingly, minimising their time and participation costs. The County Council would gain an advantage in knowing the outcome will be of a service design and affordability that meets its needs. The process should also encourage the sharing of potential efficiencies and innovation. The themes for discussion during a competitive dialogue procedure will be identified and considered by the Project Team and proposed Project Board.
- 5.4 A bid evaluation model is required for the procurement process. If the procurement option is preferred then a bid evaluation model will be developed to indicate to potential bidders what the County Council’s priorities are and how they will be assessed from the outset.
- 5.5 It is considered that potential issues and risks can be reduced through:
- Incorporation of flexibility within any contract, allowing for service variation and transparency of costs for future service changes.
  - Ensuring that the financial status and experience of bidders is taken into consideration.
  - Packaging any contract in a manner that does not discourage contractors from coming forward.
  - Adopting an approved and recognised approach to procurement.

Contract documentation would seek to address all these points. However a contract with an entirely independent third party would inevitably be less flexible than an agreement with NEWS.

## 6. **Conclusion**

- 6.1 Entering into a SLA contract with NEWS would be more flexible than entering into a contract with an unrelated third party.
- 6.2 However not undertaking a competitive procurement means that the Council may miss opportunities for better value from the market. However the Council may cancel any SLA contract with NEWS and enter into procurement or any other approach at a later date.
- 6.3 An additional risk with adopting an either approach is the need to ensure a high standard of service provision during the remainder of the existing contract period.

## 7. **Key Milestones and Project Board**

- 7.1 An indicative programme has been developed for the procurement process, including the following key milestones:
- O&S Panel consideration of commissioning options – 9 May 2012
  - Cabinet approval of commissioning approach – 11 June 2012
  - O&S Panel consideration of commissioning criteria – 11 July 2012
  - Cabinet approval of commissioning criteria – 6 August 2012
  - Dialogue spring/summer 2013
  - Contract or SLA contract Award– Autumn 2013
  - Mobilisation of contractor and transfer of staff (if appropriate) – Autumn 2013 – March 2014
  - Start of new service – April 2014
- Members will receive reports at both Panel and subsequent Cabinet meetings at key points in the programme.
- 7.2 If there is no competitive procurement a dialogue is still required with NEWS and the intention would still be to finalise the documentation by Autumn 2013.
- 7.2 If a competitive procurement approach is adopted then bids can be evaluated in time for the start of the budget cycle for 2014/15. Sufficient time is also allowed for any new contractor to prepare for the start of the contract.
- 7.3 It is proposed to establish a Project Board to oversee the development of delivery arrangements under any future contract or SLA arrangements. The Project Board will provide regular scrutiny and direction of the service commissioning.

## 8. **Resource Implications**

### 8.1 **Finance :**

The current contract for 19 (excluding Mile Cross, Norwich) main recycling centres is worth over £5m per annum (excluding disposal) and will expire on 31 March 2014.

The financial implications of any new service arrangements cannot be determined until proposals have been received and evaluated, however an SLA will allow

maximum flexibility.

Increased recycling levels at the sites has the potential to reduce the amount of waste being disposed of and therefore costs to the Council.

## **8.2 Staff :**

Existing eligible staff would be offered the opportunity to transfer to any new contractor under the Transfer of Undertakings Protection of Employment (TUPE) arrangements and under the same provisions staff may transfer to NEWS if an SLA contract approach is adopted.

If a procurement approach is adopted, there are no staffing implications for the County Council.

## **8.3 Property :**

The current planning permission for the Bergh Apton main recycling centre expires in September 2012. An application has been made to continue this permission. Bergh Apton is the only recycling centre affected in this way.

# **9. Other Implications**

## **9.1 Legal Implications :**

In deciding to award a contract to a Controlled Entity Chief Officers are required to have regard to obtaining Best Value and compliance with State Aid law and to any other relevant matters, and shall include a clause in any contract requiring the Council's consent to any sub-contracting to any entity which is not itself a Controlled Entity. The latter requirement would be addressed through the terms of any SLA contract with NEWS.

If commissioning is through a procurement process this will be conducted using a condensed competitive dialogue procedure.

## **9.2 Equality Impact Assessment (EqIA) :**

An EqIA exists for recycling centres, which will be updated to reflect any appropriate outcomes from the customer survey.

It should be noted that a customer survey was delivered in a manner that enabled representation across gender, age and from different socio-economic groups across Norfolk.

Results from the customer survey suggest that the sites are generally accessible and usable by all segments of the community and indications are that the elderly or disabled do not necessarily have any problems accessing the recycling centres. The issue is not whether people are elderly or disabled but rather whether they can drive or have access to transport. An important point is to ensure that the elderly and disabled are able to deposit their waste/recyclable material when they get to the recycling centre, for which on site assistance is provided, if necessary.

## **9.3 Communications :**

A countywide customer survey has been undertaken to assess public views on the existing service and help identify any suggested areas for improvement.

9.4 **Health and safety implications :**

The approach to managing Health and Safety will be assessed as part of the commissioning and as part of any subsequent proposals.

9.5 **Any other implications :**

Officers have considered all the implications which members should be aware of. Apart from those identified in this report there are no other major implications to take into account.

10. **Section 17 – Crime and Disorder Act**

- 10.1 The network of County Council recycling centres across the County provides accessible facilities for householders to deposit the household waste materials free of charge. This, aligned with the current provision of “pay as you throw” facilities for construction and demolition type waste from households, may, in part, help reduce levels of fly-tipping.

11 **Risk Implications/Assessment**

- 11.1 a) If a competitive procurement is not undertaken, Chief Officers are required to have regard to obtaining Best Value. Whilst an SLA contract with NEWS potentially increases service flexibility, without an element of competitive procurement the Council may miss opportunities for better value from the market. This can be addressed through regular benchmarking of services and the use of an open book account approach to costs and margins.
- b) If a competitive procurement is undertaken and fails for any reason, it may still be possible to enter into an SLA contract with NEWS.

Other risks are outlined within the body of this report.

**Action Required**

- (i) Members are invited to comment on the contents of this report with a view to making a recommendation to Cabinet on entering into an SLA contract with NEWS.
- (ii) Members are also invited to agree that a project Board be established.

**Background Papers**

Environment Transport and Development Overview and Scrutiny Committee, 14 March 2012, “Recycling Centre Service”

## Officer Contact

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

<b>Name</b>	<b>Telephone Number</b>	<b>Email address</b>
Mark Allen	01603 223222	<a href="mailto:mark.allen@norfolk.gov.uk">mark.allen@norfolk.gov.uk</a>
Paul Borrett	01603 222197	<a href="mailto:paul.borrett@norfolk.gov.uk">paul.borrett@norfolk.gov.uk</a>



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## Environment, Transport and Development Department Integrated Performance and Finance Monitoring Report 2011/12

Report by Director of Environment, Transport and Development

### Executive Summary

The information included within this report is the most up to date available at the time of writing. Any significant changes to the performance information between publishing this paper and presenting to Panel will be updated verbally. This report provides an update of progress made against the 2011-14 service plan actions, risks and finances for Environment, Transport and Development (ETD). The report is structured around the ETD dashboard (Appendix A to this report). Symbols have been included within the body of this report in order to direct Members to the associated quadrant of the dashboard. Also included is a definition 'guide' to the indicators.

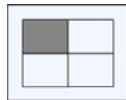
- **Revenue Budget:** The revenue budget is forecast to underspend by £0.709m on a net budget of £118.877m.
- **Capital Budget:** The highways capital programme has been reviewed and amended to reflect the Local Transport Plan (LTP) allocation and external funding that is known to be agreed at this stage of the year. The current forecast on the Highways programme is to be £0.050m underspent.
- **Service plan actions:** The latest updates to the ETD service plan show that from the 112 actions, 0 were showing as Red 'off target', 21 were showing as Blue 'slightly off target' and 91 actions were Green 'on target'. Transformation and efficiency actions within the service plan show from the 39 actions, none were showing as Red, 4 were showing as Blue and 35 actions were Green.
- **Dashboard:** The dashboard for ETD which forms the basis of this report is attached as Appendix A. The dashboard includes all measures of departmental significance as agreed by the management team and Panel members. Two measures are currently showing as Red. Further detail as to why is included within the main body of this report. Appendix E to this report contains definitions for all measures contained within the dashboard.
- **Risks:** Risks that have a corporate significance within the dashboard have remained unchanged. An update to the Norwich Northern Distributor Route (NNDR) and Waste PFI programmes can be found in section 2 of the report. A summary of departmental and corporate risks is at Appendix F. The current risks are those identified against the departmental objectives for 11/12. A review will shortly be undertaken against the departmental objectives for 12/13.

### Action Required:

- Members are asked to comment on the progress against ETD's service plan actions, risks and budget and consider whether any aspects should be identified for further scrutiny.

## 1 Background

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

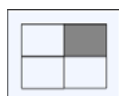


## 2 Delivering Norfolk Forward

- 2.1 Overall delivery against Norfolk Forward's transformation and efficiency programme is on track for the department. Three out of the 10 programmes relevant to this panel are showing an Amber status: Reducing Park and Ride Subsidy; the Waste PFI; and the NNDR.
- 2.2 Delivery against the NNDR programme remains rated as Amber, which also reflects the assessment of progress against the corporate level risk, 'Failure to implement the NNDR'. The DfT announcement on the 14th December that the NNDR was one of the successful funding bids from the development pool (£86.5m DfT contribution towards the total cost) is a positive move forward for the project, but it still has to complete significant statutory processes. The programme for delivery of the NNDR is now being developed. Initial County Council Member briefings are completed and meetings with Parish Council Members are ongoing. A pre-planning application series of public exhibitions are planned for late April/early May 2012 and will enable the planning application to be submitted in the Autumn of 2012.
- 2.3 Mr Justice Ouseley handed down his judgement on the legal challenge to the Joint Core Strategy (JCS) on 24 February 2012. Whilst the High Court Order and Schedule have not yet been published, the Judge has ruled that the inclusion of the NNDR in the JCS is sound and it should be included in the baseline model for future development. Also that it should be embedded within existing policies such as the East of England Plan, the Norwich Area Transport Strategy (NATS) and the Local Transport Plan.
- 2.4 The Postwick Hub Side Roads Order public inquiry process has also commenced formally with the Highways Agency. Orders were re-advertised during March 2012. Engagement with the Planning Inspectorate commenced in April with a pre-inquiry meeting expected in June/July 2012. The inquiry itself is now anticipated in September 2012.
- 2.5 The Waste PFI programme is Amber. Although the contract award decision was made in March 2011, the proposed facility has yet to receive an Environmental Permit and Planning Permission.
- 2.6 A planning application was submitted to NCC, as the planning authority, in June and a public consultation followed. After thorough scrutiny of the application, planning officers wrote to the applicant Cory Wheelabrator asking for further information and clarification on a number of points, reflecting the complexity of the application. This information formed the basis of a second public consultation which ran between 29 March and 23 April. Feedback from both consultations will be taken into account alongside the

opinions we have already gathered in order to help form a decision regarding the planning application.

- 2.7 Mitigation against the risk 'Failure to divert biodegradable municipal waste' is currently Amber. This reflects the fact that we currently expected to meet our requirements to divert biodegradable municipal waste each year until the landfill allowance scheme ends in 2013.
- 2.8 The programme 'Reducing Park and Ride subsidy' has remained at Amber, mainly to indicate the volatility caused by fluctuating income levels and the impacts of reduced footfall in the city centre. However, usage over the Christmas and New Year period was good and the service is on track to achieve the financial targets for 2011/12. The service is stable, and the annual price increase will take effect in April 2012 to mitigate contract price increases. A targeted commuter campaign is being developed for later in 2012 and the long term prospects indicate that the subsidy will be further reduced over the coming year.



### **3 Managing our Resources**

- 3.1 Information within this section of the dashboard is largely unchanged from the previous reports as many of the measures are calculated on a quarterly basis including information relating to organisational productivity (sickness and Health & Safety related incidents).
  - 3.2 Sickness figures for the department continue to be under the target of 6.5 days per Full Time Equivalent (FTE) at 5.6. The direction of travel has gone up very slightly from 5.5 the previous month but shows a general decline from 5.67 which was reported to Panel in January. The figure shown includes Q1, Q2, Q3 and Jan / Feb12 and assumes a similar pattern in Q4 as in the previous year. This figure is reviewed on a monthly basis and can be subject to change due to the time taken for some sickness returns to be submitted.
  - 3.3 ETD 'Energy (fossil fuels) consumption 2010/11 (CO2 emissions)' is currently an annual figure, and therefore continues to show as Red. Significant elements contributing to 2010/11 performance were the impact of the harsh winter and energy associated with building works at Hethel. The annual figure for 2011/12 should be available to review at the next Panel meeting. In the meantime, work continues within the department to reduce energy consumption for sites/premises which ETD has sole responsibility for to contribute to meeting the NCC wide target of 25% reduction (compared to 2008/9) in carbon emissions from direct operations by 2014/15. Regular reports on the Council's overall performance against this Authority wide target are taken to Corporate Resources Overview and Scrutiny Panel
  - 3.4 Two of the risks deemed as having corporate significance within the dashboard have remained static. Both the NNDR and Failure to divert biodegradable waste are covered in section 2 of this report.
- #### **3.5 Revenue budget**
- 3.6 The current position for ETD's profiled revenue budget expenditure is showing a forecast underspend of £0.709m variance and therefore the current position score is Green. More detail is contained in Appendix B to this report.

Division of service	Approved budget £m	Forecast Outturn £m	Forecast +Over/- Underspend £m	Forecast +Over/- Underspend as % of budget	Variance in forecast since last report £m
Environment, Transport & Development	118.877	118.168	-0.709	-0.6%	-0.243
<b>Total</b>	<b>118.877</b>	<b>118.168</b>	<b>-0.709</b>	<b>-0.6%</b>	<b>-0.243</b>

Environment and waste - Forecast overspend on household waste recycling centres	£0.100m
Forecast underspend within Flood and Water Management due to delays in Government legislation	-£0.088m
Highways – forecast underspend due to staff vacancies and reductions in general overheads	-£0.100m
Public Protection – forecast savings on staff related costs and additional income	-£0.118m
Economic Development and Strategy – forecast savings on transport strategy budgets	-£0.101m
Business development and support – forecast underspend due to savings on ICT costs, Office accommodation and management of staff vacancies	-£0.402m
Net Underspend	-£0.709m

- 3.7 As reported to Panel in March, the sale of EPIC to Extreme Video (EV), owned by local entrepreneur, Jonathan Thursby is being progressed.
- 3.8 EV will continue to deliver the outputs in the contract agreed with EEDA, as well as exploit their impressive roster of business contacts to grow commercial income. The County Council will have a seat on the board that will oversee EPIC's future delivery, in order to ensure that the required outputs are delivered. The deal secures EPIC for the foreseeable future, while removing the need for ongoing financial support from the Council.
- 3.9 In terms of the latest business developments, EPIC has a new tenant in the film and TV industry. In addition, EV's links with the motor industry are already paying dividends – coverage of the World Rally Car championships ([www.wrc.com](http://www.wrc.com)) is being edited and mixed at EPIC, with reporters feeding back from overseas locations such as Portugal and Austria. There is also the potential to extend this coverage to other car rallies, with all filming and radio edited and mixed at EPIC, then transmitted to the world.

### Capital programme

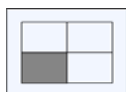
- 3.10 The current highways programme is shown in Appendix C. The current programme reflects the LTP allocation, which is now entirely grant funded, and any known external

funding sources, such as developer contributions. As other external funding is confirmed this will be reflected in the capital programme.

- 3.11 The current forecast for the highways programme is to be £0.050m underspent.
- 3.12 The authority also received £6.898m of extra road maintenance funding following abnormal damage caused by the severe winter 2010/11. This is additional one off funding that was spent by 30 September 2011. Details of how this grant has been spent were published on-line as per the grant conditions.
- 3.13 On the 14th December the Government announced an additional £50m of funding being allocated to the Integrated Transport block for 2011/12. An additional £0.832m of non-ring-fenced capital grant was paid to NCC on the 15th December. It is planned to carry this funding forward to 2012/13.
- 3.14 The Environment and Waste programme and Economic Development are both on track to be delivered on budget.
- 3.15 Plans for a new recycling centre for residents of Great Yarmouth and east Norfolk, to replace the existing one at Caister, have come a step closer with the news that planning permission for the new £1m facility has been granted and work is due to start from Monday 16 April.
- 3.16 The new recycling centre is expected to be up and running - on a site adjacent to the existing one on Pump Lane in Caister - by Spring 2013.
- 3.17 It will feature a one way road system to free up traffic flows, have better parking facilities and be more spacious with a well-signposted layout for the large number of recycling containers and the Reuse Shop. It will also include a dedicated central area for service vehicles so that the site doesn't have to close for essential waste collection and servicing operations.

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

- 3.19 The balance of reserves as at 31 March was £23.168M.
- 3.20 The reserve balances are held for specific purposes and the use of the reserves will be reviewed throughout the year. We are currently forecasting to utilise £2.939M of the amounts held in reserves. Full details of these planned movements are shown in Appendix D, therefore the forecast balance at 31 March 2012 is expected to be £20.229M.



## **4 Service Performance**

- 4.1 The measures within this quadrant include a 'cross section' of information that gives an overall view of performance for ETD. They are made up of service specific measures that were agreed by the management team to reflect the key priorities within the department. Within this section of the report we have also included some associated areas of activity from services which contribute towards overall departmental performance.
- 4.2 The latest updates to the ETD service plan show that from the 112 actions, 0 were showing as Red 'off target', 21 were showing as Blue 'slightly off target' and 91 actions

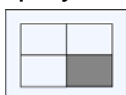
were Green 'on target'. Transformation and efficiency actions within the service plan show from the 39 actions, none were showing as Red, 4 were showing as Blue and 35 actions were Green.

- 4.3 Nearly 14,000 people representing unique households and businesses in Norfolk have now signed up to the campaign to demonstrate the demand that exists in Norfolk for better broadband, which was launched by Norfolk County Council and the Eastern Daily Press (EDP) in January. A surge in registrations in the last week saw the figure increase by around 2,000 in the space of a few days, with printed forms in the latest edition of the council's resident magazine Your Norfolk believed to have had a significant impact by offering residents an easily accessible way to sign up to the campaign.
- 4.4 January typically sees a considerable drop from December in the total number of vacancies notified to Jobcentre Plus. In the last five years total vacancies have dropped by an average of 41% between December and January. However this year has bucked this trend with a much smaller drop of only 2%.
- 4.5 Norfolk and Suffolk County Councils are working closely with Essex County Council to raise the profile of the energy sector. A contract for promotion of the Norfolk and Suffolk Energy Alliance has been signed with 'Tribe PR'. In order to promote the scheme the concept of an 'East of England Energy Zone', has been developed which will form a common approach to promoting Norfolk and Suffolk. This also brings together not only all local authorities but the Chamber of Commerce, East of England Energy Group and ORBIS Energy.
- 4.6 A meeting was held on 6 March, with district council colleagues, to share best practice in relation to the Community Infrastructure Levy (CIL). Work will be taken forward to develop protocol regarding prioritisation of CIL funds.
- 4.7 The street lighting project has installed nearly 19000 columns, converted nearly 6,000 columns and certified nearly 24,000 columns, which represents 84 % of the programme. Part night lighting consultation has been completed for 69 towns/parishes, with a further 13 underway which represents 69% of the programme. LED lighting is also currently being trialled / installed in Kings Lynn.
- 4.8 The Norfolk Community Transport Association launch with Norman Baker MP, Under Secretary of State for Transport, was held on 21 March. The Norfolk Community Transport Association, established with the support of Norfolk County Council, is a new social enterprise bringing together all Norfolk's voluntary and community transport schemes. It enables them to share expertise, have a stronger voice and help secure a sustainable future, so that the sector can continue to provide essential travel for a whole range of people across Norfolk. There are well over 60 community transport schemes in the county, including about a dozen dial-a-ride minibus schemes, a wheels to work moped loan operation, a pay as you drive community car club and many community car schemes. Many community transport services provide feeder journeys into the nearest market town for those living in rural communities without a regular bus service. Overall the sector caters for around half a million journeys a year, making a vital contribution to Norfolk's travel network. The measure 'percentage of transport made by demand responsive/community transport as a proportion of all subsidised bus services' is currently showing a positive direction of travel.

- 4.9 A new scheme to restore the verges and wildlife along an historic lane in Thetford and establish a new Roadside Nature Reserve has been agreed. Last year, a bid to widen Green Lane, reduce littering and anti social behaviour left the lane bare when large areas of scrub and brambles were removed. Over 130 new trees and shrubs are to be replanted to restore the lane and its verges to its former glory and provide habitats for special plants and wildlife. The scheme is Norfolk's 110th Roadside Nature Reserve under a county-wide scheme which will see the site managed to benefit the specific plants and animals which live there. It is demarcated with wooden posts to identify that the stretch is of special interest.
- 4.10 Business Continuity week took place from the 19 to 23 March. This is an international event which NCC supports. The Resilience Team organised various activities within the week for all departments in order to increase the awareness of having robust Business Continuity arrangements in place and to embed Business Continuity principles into the organisation.
- 4.11 Any of these could disrupt our services again, so it is vitally important that awareness is increased across NCC on how we can prevent or improve our response and recovery from these incidents. During a time when services are updating their arrangements the week has created further discussion and focus on ensuring that plans are fit for purpose and action has been taken prior to an incident in order to minimise disruption.

## **Apprenticeships**

- 4.12 Following approval at the February Council meeting, work has been proceeding on developing an invitation to tender. Final approval from procurement is expected on 18 April and the ITT will be published as soon as possible after that.
- 4.13 The focus for the ITT is on wage subsidies for employers, encouraging preparation for apprenticeship programmes and reducing barriers for care leavers. It is anticipated that £3m of the funding will be allocated to this work. Consultations have been held with apprenticeship training providers and they have been encouraged to consider working collaboratively on their submissions to ensure good quality tenders covering the requirements are submitted.
- 4.14 A subsequent ITT for £0.5m will focus on marketing and promoting apprenticeships with employers, parents, schools and young people to appreciate the value of apprenticeships as a route to employment.



## **5 Outcomes for Norfolk People**

- 5.1 The 'Proportion of new businesses to business stock' measure replaces 'New business registration rate'. This indicator is considered better as it is comparing business with business rather than population. The next release of data is expected in December 2012.
- 5.2 The 'percentage of businesses brought to broad compliance with trading standards, focusing on those that are high-risk' is Amber and moving in a negative direction. Currently 91.86% businesses visited were brought to compliance, a slight drop from 92.53% previously reported. It is anticipated that the target will be met by the end of the year. Work has been concentrated upon a number of projects working with

companies in the following sectors: car traders; local breweries; and creditworthiness and responsible lending.

- 5.3 The percentage of disputes resolved through advice and intervention is Amber and improving with a cumulative figure for the year of 81.9% which is an increase of 0.4% on last month and only 1.1% below our target. This is partially due to ongoing work to help improve information available to facilitate 'self service' for our customers. The number of people accessing self service information received a big boost in February due to the scams awareness campaign. Consumer advice and protection web pages exceeded 6000 visits for the first time during February as a result of the campaign. February also saw the launch of an advertising campaign for the Trusted Trader scheme.
- 5.4 Trading Standards are launching the third Community Alcohol Partnership (CAP) in Great Yarmouth on 11 April 2012. CAP's have been set up to tackle underage drinking by building relationships between responsible alcohol retailers and local agencies (Trading Standards, police, licensing bodies) and community groups. Baroness Newlove, Brandon Lewis and Eric Pickles MP will be involved in the launch.
- 5.5 Over 140 delegates from across Norfolk and Suffolk, from both the Settled and Travelling communities, attended a conference organised by the NCC Gypsy and Traveller Liaison Officer to plan the way forward for a new Gypsy and Traveller strategy for the two counties. The strategy will address issues such as accommodation, education and health and will include an action plan for partners to sign up to and deliver over the next two years.
- 5.6 Trading Standards will be working with Community Services and Economic Development to accredit community meals providers as Trusted Traders. This will support local businesses to enter the community meals provision market and enable personalised budget holders to make an informed choice when selecting their provider.
- 5.7 On 2 April 2012 Cabinet agreed to an additional £65,000 worth of funding to go towards Norfolk County Council's parish partnership highways improvement scheme to allow all 32 eligible projects to go ahead. The scheme had received such an enthusiastic response from Parish and town councils that it had threatened to overwhelm the £100,000 set aside by the County Council as match-funding for small-scale improvements. Parish and town councils will meet half of the cost of the projects, many of which benefit pedestrians, but also include signs, bus stops and other local improvements.

## **6 Risk update**

- 6.1 Work on combining the key risks from each group has been completed with the creation of a single Environment, Transport and Development Risk Register. The register records three tiers of risk: those relating to an individual group; the department; and at the corporate level. Risks are escalated from group to department and then to corporate as necessary.
- 6.2 Risks that have a corporate significance within the dashboard have remained unchanged. One of the three risks 'Loss of core infrastructure or resource' is showing

Green against achieving mitigation by the target date. The other two risks are currently showing Amber. This relates to 'Failure to implement the North Norwich Distributor Route' and 'Failure to divert biodegradable municipal waste' an update to both programmes can be found in section 2 of the report.

- 6.3 A summary of departmental and corporate risks is at Appendix F. The current risks are those identified against the departmental objectives for 11/12. A review will shortly be undertaken against the departmental objectives for 12/13. The register contains 10 risks, three risks have a corporate significance and therefore appear on the Corporate Risk Register.

## **7 Resource implications**

- 7.1 Finance: All financial implications have been outlined in the report.

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

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

## **9 Any other implications**

- 9.1 Apart from those listed in the report (above), there are no other implications to take into account.

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

- 10.1 None

## **11 Risk implications / assessment**

- 11.1 Progress against the mitigation of risk is detailed within the report.

## **12 Conclusion**

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

## 13 Action required

13.1 Members are asked to comment on the progress against ETD's dashboard and risk information and consider whether any aspects should be identified for further scrutiny.

### Officer Contact

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

Name	Telephone Number	Email address
Andrew Skiggs	01603 223144	andrew.skiggs@norfolk.gov.uk
Daniel Harry	01603 222568	daniel.harry@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 and ask for Bev Herron or textphone 0344 800 8011 and we will do our best to help.

Delivering Norfolk Forward				Managing our resources			
		DoT	Alert	Managing the budget	Value	DoT	Alert
Overall assessment of ETD Transformation and Efficiency Programme		➡	Green	Projected budget spend against revenue budget [Jan]	-0.44%	n/a	Green
Programmes				Spend against profiled capital budget	-0.11%	n/a	Green
Highways Service Delivery		➡	Green	ETD efficiency savings	£2.509m	➡	Green
Waste Procurement & Joint Working		➡	Green	[A] Premises related costs per FTE per month [NCC ex. schools] [10/11]	£3,028	-	-
Targeted Rights of Way		➡	Green	H'ways Strategic partnership (Financial savings – projection of year-end)	£1.9m	➡	Green
Management of Gypsy & Traveller Permanent Sites		➡	Green	Sustainability			
Shared Transport		➡	Green	[A] ETD Energy (fossil fuels) consumption 2010/11 (CO2 emissions) [2010]	5.2%	🔴	Red
Reduce subsidy for Park and Ride		➡	Amber	Organisational productivity			
Joint Working with Suffolk CC and through Eastern Highways Alliance		➡	Green	Sickness absence	5.6	🔴	Green
Waste Private Finance Initiative		➡	Amber	Reportable Incidents (per 1000 FTE) [Q1 - Q3]	11.8	🔴	-
Thetford Household Waste Recycling Centre		➡	Green	Non Reportable Incidents (per 1000 FTE) [Q1 - Q3]	71.7	🔴	-
Norwich Northern Distributor Road		➡	Amber	Staff resourcing (composite indicator) [Q1 - Q3]	-	-	Amber
				Corporate level risks (progress against mitigation)			
				Failure to divert biodegradable municipal waste		➡	Green
				Failure to implement NNDR		➡	Amber
				Loss of core infrastructure or resources for a significant period		➡	Green
Service performance				Outcomes for Norfolk people			
	Value	DoT	Alert	People's view on Council services	Value	DoT	Alert
[A] PP Self assessment in relation to contingency planning/capability for disease outbreak, business compliance with animal health legislation and intelligence sharing	PROXY	➡	Green	Satisfaction with services (through annual tracker survey) [2010]	27%	🔴	Green
PP Percentage of County Council's own development determined within agreed timescales	99.1%	🟢	Green	Consumer and Business satisfaction with Trading Standards services	93.5%	🔴	Green
TTS % of transport made by demand responsive/community transport as a proportion of all subsidised bus services (COG)	6.3%	🟢	Green	Complaints	-	-	Green
TTS Number of journeys shared between health and social care	1,400	🟢	Green	Accessing the council including advice and signposting services			
H'ways Highway Maintenance Indicator (COG)	4.23%	🟢	Green	Quality and effectiveness of customer access channels	-	-	Green
H'ways Strategic Partnership (Quality of Works)	77.56%	🟢	Amber	Services to improve outcomes			
H'ways County Council's own highway works promoter performance – Section 74 'fine' comparison with other works promoters in Norfolk	1.02	🔴	Green	PP Percentage of businesses brought to broad compliance with trading standards, focusing on those that are high-risk	91.86%	🔴	Amber
EDS Difference in JSA claimants compared to East of England (COG)	0.31%	🟢	Green	PP Percentage of disputes resolved through advice and intervention	81.9%	🟢	Amber
EDS Job vacancies notified to JobcentrePlus (COG)	5,642	🟢	Green	[Q] EDS Net additional homes provided [Dec]	840	🟢	Red
E&W Biodegradable waste landfilled against allowance (COG)	90.93%	🟢	Green	[A] EDS Proportion of pop. aged 16-64 qualified to Level 3 or higher [2010]	46.2%	🟢	Surveillance measures
E&W Residual waste landfilled	209,000t	🟢	Amber	[A] EDS Median earnings of employees in the area [2011]	465.20	🟢	
E&W Recycling Centre rates	72.88%	🔴	Green	[A] EDS Proportion of new businesses to business stock [2010]	7.8	🔴	
E&W No. people accessing & downloading online national trails info	20,080	🟢	Green	TTS % of tracked bus services 'on time' at intermediate timing points	80.81%	🟢	Green
<ul style="list-style-type: none"><li>Unless prefixed by either a [Q] or [A] (representing Quarterly or Annually respectively) each measure is monitored monthly.</li><li>Unless suffixed by a [Month] or [Year] (describing to when the data actually relates) each measures' data represents the performance in or up to the month immediately prior to reporting.</li><li>'PROXY' and hatched alert indicate that a proxy has been used to determine performance in this period rather than the less frequently available actual.</li></ul>				[Q] TTS % of planning apps refused in line with NCC advice [Dec]	91.7%	🟢	Green
				[Q] EDS Accessibility [Dec]	80.4%	🔴	Amber
				H'ways Reliability of journeys	April 2012		
				H'ways Number of people killed or seriously injured on roads (COG)	353	🔴	Green
				Progress in delivery of service plans			
				Environment, Transport & Development (Overall) (COG)		➡	Green
				Economic Development and Strategy		➡	Green
				Environment		➡	Green
				Highways		➡	Green
				Public Protection		➡	Green
				Travel and Transport Services		➡	Green
				Waste Management		➡	Green

Environment, Transport and Development Budget Monitoring Return  
Summary for Period:

11

	Previously Reported Budget £m	Budget Movement £m	Current Budget £m	Expenditure Year to Date £m	Full Year Forecast £m	Overspend / (Underspend) £m	%	Previously reported overspend /Underspend £m	Movement in Variance £m	Comments - a. details of budget movements - b. changes in outturn forecast - c. risks to outturn
Highways	52.794	0.000	52.794	29.690	52.694	(0.100)	0.00	(0.100)	(0.000)	
Public Protection	4.444	0.000	4.444	3.342	4.326	(0.118)	0.00	(0.093)	(0.025)	
Economic Development and Strategy	3.372	0.039	3.411	2.505	3.310	(0.101)	0.00	(0.100)	(0.001)	
Travel and Transport Services	16.312	0.000	16.312	16.926	16.312	0.000	0.00	0.000	0.000	
Environment and Waste	37.273	(0.010)	37.263	35.286	37.275	0.012	0.00	0.016	(0.004)	
Business Development and Support	4.653	0.000	4.653	3.086	4.251	(0.402)	0.00	(0.189)	(0.213)	
<b>Total ETD</b>	<b>118.848</b>	<b>0.029</b>	<b>118.877</b>	<b>90.835</b>	<b>118.168</b>	<b>(0.709)</b>	<b>(0.60)</b>	<b>(0.466)</b>	<b>(0.243)</b>	

**Summary**

Scheme Name	Project	Spend project to date (Prior years)	Original Programme 2011/12	Revised 2011/12 Programme	2011/12 Forecast Out -turn	2011/12 Variance	2011/12 Carry Forward	Spend to date - current year	Over/ (Under) Spend	2012/13 Out-turn	2013/14 Out-turn	Total Spend for project
Bridge Strengthening/Bridge Maintenance	PM8		1,500,000	1,754,160	1,754,160	0	0	1,113,659		1,400,000	1,400,000	4,554,160
Bus Infrastructure Schemes	PB			144,942	159,634	14,692	14,692	128,912		0	0	159,634
Bus Priority Schemes	PA			949,287	1,052,954	103,667	103,667	782,477		0	0	1,052,954
Pedestrian and Cycling Improvements	PE		2,080,000	760,765	431,172	-329,593	-329,593	303,013		2,631,000	775,000	3,837,172
Local Road Schemes	PK			2,223,143	2,501,878	278,735	278,735	1,956,925		0	0	2,501,878
Local Safety	PG1			417,513	335,136	-82,377	-82,377	279,227		0	0	335,136
Other Schemes, Future Fees and Carry	PM9		200,000	200,000	192,500	-7,500	-7,500	42,640		140,000	140,000	472,500
Park & Ride	PD			30,000	-29,689	-59,689	-59,689	13,363		0	0	-29,689
Public Transport Schemes	PC		4,037,000	320,000	276,832	-43,168	-43,168	158,006		1,696,000	897,000	2,869,832
Road Crossings	PH			454,716	403,989	-50,727	-50,727	227,806		0	0	403,989
Safer & Healthier Journeys to School	PG0			26,984	226,079	199,095	199,095	29,313		0	0	226,079
Structural Maintenance	PM1		23,948,000	30,072,203	29,292,293	-779,910	-779,910	25,439,003		23,327,000	22,453,000	75,072,293
Traffic Management, Road Improvement	PJ		1,395,000	1,341,619	1,432,398	90,779	90,779	799,652		1,018,000	1,310,000	3,760,398
Walking Schemes	PF			482,817	510,053	27,236	27,236	381,081		0	0	510,053
LPSA Schemes	LPSA		1,130,000							0	0	0
Great Yarmouth Third River Crossing	PK1001	1,883,018		0	480,000	480,000	480,000	456,049		195,000	175,000	2,733,018
Northern Distributor Road	PK1000	11,658,128	750,000	550,000	660,000	110,000	110,000	540,877		1,481,000	1,982,000	15,781,128
Norwich - A47 Postwick Hub	PK5072	1,934,887		200,000	200,000	0	0	165,417		11,665,000	9,000,000	22,799,887
<b>TOTAL</b>		<b>15,476,033</b>	<b>35,040,000</b>	<b>39,928,149</b>	<b>39,879,389</b>	<b>-48,760</b>	<b>-48,760</b>	<b>32,817,420</b>	<b>0</b>	<b>43,553,000</b>	<b>38,132,000</b>	<b>137,040,422</b>

**Summary**

<b>Scheme Name</b>	<b>Project</b>	<b>Spend Project to date (prior years)</b>	<b>2011/12 Programme</b>	<b>2011/12 Out- turn</b>	<b>2011/12 Variance</b>	<b>Spend to date - current year</b>	<b>2011/12 Carry Forward</b>	<b>Over/ (Under) Spend</b>	<b>2012/13 Out- turn</b>	<b>2013/14 Out- turn</b>	<b>Total Spend to date for project</b>
Industrial Sites Unallocated	KE2300										
Industrial Sites/Hethel Engineering Cer	KE2306	5,039,192	8,084	8,084		8,084					5,047,276
Great Yarmouth Rail Sidings	KE2310		29,660	29,660		()					29,660
Rural Internet Mobility Project	KE3200	243,687	4,127	4,127		4,127					247,814
Growth Point - Catton Park	PQ4000	34,057	1,943	1,943		1,943					36,000
Growth Point Catton Park Educ Bldg	PQ4001	179,593	70,303	70,303		83,565					249,896
NE & SW Econets	PQ4004	48,298	21,877	21,877		6,069					70,175
Lakenham Common & Yare Valley Cor	PQ4011		7,000	7,000		5,610					7,000
Genome Analysis Centre	PU2902	1,625,000	375,000	375,000		375,000					2,000,000
Hethel Engineering Centre - Phase II	PU2905	2,396,780	1,610	1,610		1,610					2,398,390
NORA	PU2907		1,000,000	1,000,000		307,446					1,000,000
College of West Anglia	PU2911		1,500,000	1,500,000		104,550					1,500,000
<b>TOTAL</b>		<b>9,566,607</b>	<b>3,019,604</b>	<b>3,019,604</b>		<b>898,004</b>					<b>12,586,211</b>

**Summary**

<b>Scheme Name</b>	<b>Project</b>	<b>Spend Project to date (prior years)</b>	<b>2011/12 Programme</b>	<b>2011/12 Out-turn</b>	<b>2011/12 Variance</b>	<b>Spend to date - current year</b>	<b>2011/12 Carry Forward</b>	<b>Over/ (Under) Spend</b>	<b>2012/13 Out-turn</b>	<b>2013/14 Out-turn</b>	<b>Total Spend to date for project</b>
Closed Landfill Sites-Capping & Restoration	CLS000	541,062	259,496	259,496		<b>185,680</b>			522,509		1,323,067
Drainage Improvements	DRIMPS	429,753	600,000	600,000		<b>493,909</b>			2,714,878	300,000	4,044,631
Gapton Hall	PQ2008	1,273,629	960	960							1,274,589
New Thetford Recycling Centre	PQ3033		35,000	35,000		<b>25,241</b>			1,060,111		1,095,111
Norfolk Mile Cross Project	PQ2011		475,000	475,000		<b>436,647</b>					475,000
Waste PFI	PQ3805										
ETD's Highways Depot Caister - lighting CERF	PQ1507		3,870	3,870		<b>3,870</b>					3,870
Hardley Flood Bridge Improvements	PQ0041		20,000	20,000		<b>8,920</b>					20,000
Norfolk Trails Improvements	PQ0042		57,000	57,000		<b>44,219</b>					57,000
CERF - Aylsham	PQ1506		1,300	1,300		<b>1,299</b>					1,300
CERF - Watton	PQ1509		5,503	5,503		<b>5,523</b>					5,503
CERF - Ketteringham	PQ1511		1,452	1,452		<b>1,452</b>					1,452
King's Lynn Depot	PQ1513		2,175	2,175		<b>2,175</b>					2,175
Fakenham C'Side Office	PQ1514		852	852		<b>852</b>					852
CERF - King's Lynn Depot - Insulation	PQ1515		4,209	4,209							4,209
CERF - Saddlebow	PQ1510		3,758	3,758		<b>3,758</b>					3,758
	0	0									
<b>TOTAL</b>		<b>2,244,444</b>	<b>1,470,575</b>	<b>1,470,575</b>		<b>1,213,545</b>			<b>4,297,498</b>	<b>300,000</b>	<b>8,312,517</b>



## Definitions of Measures within the ETD Dashboard

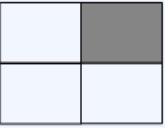
Significant changes to any of the following will be highlighted within the covering report.

Delivering Norfolk Forward		
P'folio	Measure	Definition
All of the projects within Norfolk Forward will assist in delivering budget savings identified through the Big Conversation. Some projects were identified as part of ETD's Strategic Review which sought to establish more efficient ways of working and includes elements of service changes reflected in the Big Conversation.		
Cllr Plant - P&T	Highways Service Delivery	A review of current Highway service delivery standards
Cllr Borrett - E&W	Waste Procurement & Joint Working	Looking at the way in which we procure services to dispose of waste and exploration of greater joined up working with waste collection authorities.
Cllr Borrett - E&W	Targeted Rights of Way	Redesigning access to the Countryside around a core network with a substantial reduction in path cutting and reviewing the way in which we respond to enforcement issues.
Cllr Borrett - E&W	Management of Gypsy & Traveller Permanent Sites	More effective management of Gypsy & Traveller sites bringing in line with new legislation that removes Local Authority responsibilities to do with provision of sites.
Cllr Plant - P&T	Shared Transport	Re-shaped public transport network with a shift towards demand responsive transport services
Cllr Plant - P&T	Reduce subsidy for Park and Ride	Reducing the subsidy for Park and Ride sites, moving towards self funding for the sites
Cllr Plant - P&T	Joint Working with Suffolk County Council and through Eastern Highways Alliance	Exploring potential joint working with Suffolk County Council with regard to Highways
Cllr Borrett - E&W	Waste Private Finance Initiative	Development of a Waste PFI in order to find alternative means to dispose of waste
Cllr Borrett - E&W	Thetford Household Waste Recycling Centre	Replacement for an existing Household Waste Recycling Centre in Thetford.
Cllr Plant - P&T	Norwich Northern Distributor Road	Delivery of the Norwich Northern Distributor Route
The following are measures taken from the 2011/14 ETD service plan that represent a cross cutting view of performance across the Department.		

Service Performance				
P'folio	Measure	Definition	Proxy Measure (Service Action)	2011/12 Target
Cllr Humphreys C'mmunity Protection	<b>[A] PP</b> Self assessment in relation to contingency planning/capability for disease outbreak, business compliance with animal health legislation and intelligence sharing	Based upon former National Indicator 190. In essence this measures the degree to which NCC is meeting the standards of performance agreed in the Animal Health and Welfare Framework Agreement.	<ul style="list-style-type: none"> <li>Ensure the standards, quality, safety and hygiene of animal feeds and agricultural fertilisers to protect the integrity of the food chain</li> <li>Improve the standards of animal health and welfare and reduce the risk of animal disease outbreaks to protect people, the economy and the environment from their effects</li> </ul>	Establish baseline in 2011/12
Cllr Plant P&T	<b>[A] PP</b> Percentage of County Council's own development determined within agreed timescales	Measurement of whether determinations made for NCC's own planning applications are within the agreed timescale over the year.	<ul style="list-style-type: none"> <li>Scrutinise and determine planning applications for minerals, waste and county council's own development</li> </ul>	70%
Cllr Plant P&T	<b>TTS</b> % of transport made by demand responsive/community transport as a proportion of all subsidised bus services ( <b>COG</b> )	Measure links to the 'Shared Transport' Norfolk Forward project. The measure seeks to define progress against moving towards the use of alternative transport provision such as demand responsive as an alternative method of service delivery. Relates to performance in month		5%
Cllr Plant P&T	<b>TTS</b> Number of journeys shared between health and social care	Where possible transport required by health services and social care are combined to reduce the number of journeys. The number of occasions that this occurs is plotted monthly.		9955
Cllr Plant P&T	<b>H'Ways</b> Highway Maintenance Indicator ( <b>COG</b> )	This is the weighted variance against target for nine measures (8 at the time of writing as one is still to be reported out of EXOR): <ul style="list-style-type: none"> <li>A road condition</li> </ul>		0

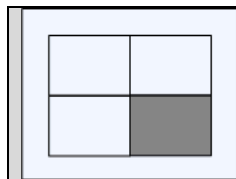
P'folio	Measure	Definition	Proxy Measure (Service Action)	2011/12 Target
		<ul style="list-style-type: none"> <li>• B and C road condition</li> <li>• Category 1 and 2 footway condition</li> <li>• Bridge condition index</li> <li>• Category 1 defect number</li> <li>• Category 1 defect response time</li> <li>• Rectification of street light faults</li> <li>• Public satisfaction</li> <li>• Inspections carried out on time (to be reported when available)</li> </ul>		
Cllr Plant P&T	<b>H'Ways</b> Strategic Partnership (Quality of Works)	This is a measure of the number of quality audits of highway works where identified actions are attributable to our partnership contractor.		<4.5%
Cllr Plant P&T	<b>H'Ways</b> County Council's own highway works promoter performance - Section 74 'fine' comparison with other works promoters in Norfolk	Comparison of the percentage of works on the highway completed on time by NCC and utilities. Monthly performance		NCC performance to be better than utilities
Cllr Steward Ec Dev	<b>EDS</b> Difference in JSA claimants compared to East of England ( <b>COG</b> )	Compares the number of Job Seeker Allowance claimants in Norfolk to the total in the East of England.		Set by the ten year historical trend.
Cllr Steward Ec Dev	<b>EDS</b> Job vacancies notified to Jobcentre Plus ( <b>COG</b> )	Monitors the number of job vacancies in Norfolk. For Jobcentre Plus vacancies our target relates to the 5 year average because this is as long as the time series allows. So we are comparing this year's in-month result with the average of the past 5 year's results from the same month.		Greater than or equal to 5 year average
Cllr Borrett E&W	<b>E&amp;W</b> Biodegradable waste landfilled against allowance ( <b>COG</b> )	Monitors the amount of biodegradable waste that is landfilled in the month against the government set landfill allowance.		Allowance in 2011/12 is 129,761t
Cllr Borrett	<b>E&amp;W</b> Residual waste landfilled	Tonnage of waste that was sent to		207,165t

P'folio	Measure	Definition	Proxy Measure (Service Action)	2011/12 Target
E&W		landfill in each month.		
Cllr Borrett E&W	<b>E&amp;W</b> Recycling Centre rates	Percentage of material recycled at the household waste recycling centres each month.		68%
Cllr Borrett E&W	<b>E&amp;W</b> No. of people accessing & downloading online national trails info	Monthly count of people accessing online information relating to Norfolk national trails.		

 <b>Managing resources</b>				
P'folio	Measure	Definition	Proxy Measure (Service Action)	2011/12 Target
<b>Managing the budget</b>				
All	Projected budget spend against revenue budget	Projected amount of budget spend against ETD revenue budget as a variance each month		N/A
All	Spend against profiled capital budget	Projected amount of budget spend against ETD capital budget as a variance each month		N/A
All	ETD efficiency savings	<p>Monthly efficiency savings generated. This includes a summary of budget savings achieved against Big Conversation proposals and two specific efficiency areas:</p> <ul style="list-style-type: none"> <li>• Use of residual LPSA reward grant funding to support public transport</li> <li>• Reallocation of Officer to LEP duties</li> <li>• This measure will capture any savings being recorded with the exception of procurement efficiency, income generation</li> </ul>		

P'folio	Measure	Definition	Proxy Measure (Service Action)	2011/12 Target
		activity and asset / accommodation rationalisation.		
All	Premises related costs per FTE per month	This measure has been recently under development in order to establish a sound methodology. The measure will be based upon average of FTE actuals against actual spend for all costs coded to premises subjectives. Work will continue to develop the 'story' behind any movement experienced as we anticipate this will be contributed to by many different factors. Work is also underway to develop departmental level information. The figure quoted is for the 2010/11 financial year on an NCC wide basis.		N/A
Cllr Plant P&T	<b>H'Ways</b> Strategic partnership (Financial savings – projection of year-end)	Financial savings for the renegotiation of the NSP contract. The monthly figure is a projection of the year-end result.		£1.51m
<b>Sustainability</b>				
All	ETD Energy (fossil fuels) consumption 2010/11 ( <i>CO2 emissions</i> )	Norfolk County Council Carbon Dioxide Emissions within 2009/10 and 2010/11 and Energy consumption by fuel in 2010/11. This measure currently relates to property only.		N/A
<b>Organisational productivity</b>				
All	Sickness absence	Sickness absence per employee FTE measured against an internal target. It has been agreed that information will be supplied on a monthly basis from the HR shared service.		7.67
All	Accident/Incident Rates	Number of non reportable and reportable incidents per 1,000		N/A

P'folio	Measure	Definition	Proxy Measure (Service Action)	2011/12 Target
		employees per month. It has been agreed that information will be supplied on a quarterly basis from the HR shared service.		
All	Staff resourcing (composite indicator)	<p>This is a composite indicator made up of the following elements supplied centrally:</p> <ul style="list-style-type: none"> <li>• Recruitment activity/costs,</li> <li>• Redeployment activity,</li> <li>• Redundancy,</li> <li>• liP Accreditation,</li> <li>• HR Direct resolution rate,</li> <li>• Use of temporary &amp; agency staff,</li> <li>• Management of Change,</li> <li>• Culture Change Shifts</li> </ul> <p>Work is underway to determine a better indication of departmental performance; this should be available from November onwards.</p>		N/A
All	Corporate level risks	Risks from the Corporate Risk Register relevant to ETD that are scored at 10 or above and that have an amber or red prospect against mitigation of the risk by the aspirational date identified by the risk owner.		N/A



### Outcomes for Norfolk People

P'folio	Measure	Definition	Proxy Measure (Service Action)	2011/12 Target
People's view on Council services				

P'folio	Measure	Definition	Proxy Measure (Service Action)	2011/12 Target
All	Satisfaction with services (through annual tracker survey)	Satisfaction levels from NCC Annual Tracker Survey	Until such time that the new survey is developed, we have included data split to represent satisfaction with key services as captured by the 2010 MORI satisfaction survey	27%
Cllr Humphreys C'mmunity Protection	Consumer and Business satisfaction with Trading Standards services	Weighted measure which shows consumer and business satisfaction levels with Trading Standards services.		81%
All	Complaints	Figure is a composite measure calculated centrally by the Customer Service and Communications Dept. team. Currently this includes Proportion of complaints resolved before formal process and % Ombudsman complaints upheld. Work is underway to further develop the measure to include other ways in which complaints resolution impacts upon our business such as resolution rate.		N/A
<b>Accessing the council including advice and signposting services</b>				
All	Quality and effectiveness of customer access channels	This is a composite measure supplied monthly by the central Customer Service and Communications Dept. The measure contains the ETD element of three main areas of customer contact – online, customer service centre and face to face. This indicator is developing to determine a clear indication of performance across all Departments.		N/A
<b>Services to improve outcomes</b>				
Cllr Humphreys C'mmunity	PP Percentage of businesses brought to broad compliance with trading standards, focusing on	Measurement of businesses that Trading Standards work with to bring into broad compliance with relevant		End of June 2012 93%

P'folio	Measure	Definition	Proxy Measure (Service Action)	2011/12 Target
Protection	those that are high-risk	law.		
Cllr Humphreys C'mmunity Protection	<b>PP</b> Percentage of disputes resolved through advice and intervention	Measurement of Trading Standards dispute resolution service.		83%
Cllr Steward Ec Dev  and  Cllr Plant P&T	<b>[A] EDS</b> Net additional homes provided	Measures house completions. The target will be updated annually, but not until Dec/Jan.	A quarterly update will be provided based on the managed delivery target or trajectory for the district LDFs.	3,924
Cllr Steward Ec Dev	<b>[A] EDS</b> Proportion of pop. aged 16-64 qualified to Level 3 or higher	Related to former National Indicator 164. People are counted as being qualified to level 3 or above if they have achieved either at least 2 A-levels grades A-E, 4 A/S levels graded A-E, or any equivalent (or higher) qualification in the Qualifications and Credit Framework.	N/A	Not applicable, surveillance measure only.
Cllr Steward Ec Dev	<b>[A] EDS</b> Median earnings of employees in the area	Formerly National Indicator 166. Measurement of earnings allows local authorities to monitor a rough proxy for productivity.	N/A	Not applicable, surveillance measure only.
Cllr Steward Ec Dev	<b>[A] EDS</b> New business registration rate	This indicator been revised and is now the proportion of new businesses to business stock. This indicator is considered better as it is comparing business with business rather than population. Next release of data expected in December 2012.	N/A	Not applicable, surveillance measure only.
Cllr Plant P&T	<b>TTS</b> % of tracked bus services 'on time' at intermediate timing points	Former National Indicator 178. Monitors monthly bus punctuality by tracking vehicles against their schedule.		85%

<b>P'folio</b>	<b>Measure</b>	<b>Definition</b>	<b>Proxy Measure (Service Action)</b>	<b>2011/12 Target</b>
Cllr Plant P&T	<b>[Q] TTS</b> % of planning apps determined in line with NCC advice	Monitors planning determinations made by the district councils and whether the recommendation of NCC, as Highway Authority, was followed. Cumulative total		75%
Cllr Plant P&T  Cllr Steward Ec Dev	<b>[Q] TTS</b> Accessibility	This is based upon former National Indicator 175. This indicator monitors access to core services and facilities via public transport.		83%
Cllr Plant P&T	<b>H'Ways</b> Reliability of journeys	This measure is under development but aims to give an indication of congestion on key routes.		TBD
Cllr Plant P&T	<b>H'ways</b> Number of people killed or seriously injured on roads ( <b>COG</b> )	This is a rolling twelve month total of those killed or seriously injured in traffic collisions.		406 (2011 calendar year)
Cllr Plant P&T	<b>All</b> Progress in delivery of service plans	These provide a summation of progress against all the actions within each service area and an overall result for the ETD department.		N/A

**Key:**

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

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

C,D,G,S	Group or Service	Risk No.	Risk Name	Risk Description	Likelihood	Impact	Risk Score	Rating	Likelihood Target	Impact Target	Target Score	Target Date	Risk Progress	Actioned by
C	E&W	RM0199	RM ETD E&W. Failure to divert biodegradable municipal waste	Failure to divert biodegradable municipal waste could result in multi-million pounds of fines plus reputational damage. The County Council has a decreasing annual tonnage allowance from Defra for the landfill of biodegradable municipal waste until 2013 (previously 2020). Failure to divert biodegradable municipal waste from landfill as required would lead to additional financial cost in terms of payment of fines or purchasing of Landfill	1	4	4	Low	1	4	4	Apr-13	Amber	Joel Hull
D	E&W	RM12031	RM ETD E&W. Failure by any contractor 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's operation. The Waste Disposal Authority has contracts to provide disposal or treatment functions. If any contractor is unable to provide a service for a significant period due to planning, permitting 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	Medium	1	2	2	Apr-12	Green	Joel Hull
D	E&W	RM13969	RM ETD E&W. Failure to improve the energy efficiency of NCC operations or prepare for CRC	Failure to improve the energy efficiency of NCC operations or to prepare adequately for the Carbon Reduction Commitment (carbon trading) could lead to steeply rising energy bills, financial penalties under CRC. This would have a negative impact on Council's reputation for providing value for money and community leadership on climate change and carbon / energy reduction.	3	4	12	Medium	2	3	6	Apr-12	Green	Phil Bennett-Lloyd
D	EDS	RM6446	RM ETD EDS. Failure to achieve desired outcomes from the Greater Norwich Development Partnership project	Lack of funding and failure of partnership working through relationship breakdowns or conflicting priorities leading to an inability to achieve the desired outcome for Norfolk. Growth agenda is also affected causing development to become 'dis-jointed'	3	5	15	Medium	2	5	10	October 2012	Amber	Richard Doleman
C	PP	RM13917	RM ETD PP. Loss of core infrastructure or resources	Loss of core infrastructure or resources for a significant period could impact on delivery of critical services	3	4	12	Medium	2	3	6	Mar-13	Green	John Ellis
D	EDS	RM8630	Rm ETD EDS. Insufficient funding to improve the transport Infrastructure	Risk of failing to attract sufficient funding to improve the transport infrastructure of the County. Leads to a growing infrastructure deficit and reduced ability to facilitate economic growth, which together with the projected growth in population, will put an even greater strain on the existing transport network.	3	4	12	Medium	2	4	8	May-12	Amber	Richard Doleman
D	T&T	RM13970	RM ETD T&T. Park and Ride subsidy not able to be reduced to an acceptable level.	Park and Ride subsidy not able to be reduced to an acceptable level leads to a pressure on the local bus budget and may mean some sites have to close.	2	3	6	Medium	2	3	6	Apr-12	Amber	Tracy Jessop/Louise Cornell
D	T&T	RM13971	RM ETD T&T. Failure to negotiate a fixed pot operator reimbursement	The failure to negotiate a fixed pot operator reimbursement for the concessionary travel scheme for 2012/13, leads to an estimated £4m shortfall which would have to be met from the local bus budget, leading to further reductions having to be made in the local bus network and accessibility issues for Norfolk	1	4	4	Low	1	4	4	Apr-12	Green	Mary Richards
C	Hwys	RM0201	RM ETD Highway. Failure to implement Norwich Northern Distributor Route (NDR)	Failure to implement the NDR would result in the inability to implement significant elements proposed in the Norwich Area Transport Strategy (NATS) Implementation Plan including pedestrian enhancements in the city centre, public transport improvements (including some Bus Rapid Transit corridors), traffic management in the suburbs, reductions in accidents and would result in an increase in congestion affecting public transport reliability. It would also result in a reduction in our capacity for economic development and negatively impact on Norfolk County Council's reputation. Inability to deliver the NDR will also affect the growth planned as part of the Joint Core Strategy. The impact of an unsuccessful Public Inquiry on Postwick Hub Junction Side Road Orders (considered necessary by Government Office) will potentially	3	4	12	Medium	2	4	8	01/11/2017 (Postwick Hub 01/11/2014)	Amber	David Allfrey
D	PP	RM13972	RM ETD PP. Lack of sufficiently trained emergency support staff	The service's staff capacity and operational commitments may restrict the ability to comply with the Civil Contingencies Act. This in turn could prevent the service from fully delivering a range of services for the Community of Norfolk	2	3	6	Medium	1	3	3	Jun-12	Green	John Ellis

See below for definitions for progress

**Met Target**

**On Schedule (Green)**

**Some Concerns (Amber)**

**Serious Concerns (Red)**

The target risk score has been reached.

On schedule to meet target score by target date

Some concerns with one or more of the mitigation tasks but confidence that actions taken will address the problem

Significant concerns with one or more mitigation tasks. Requires consideration of the Board/Management Team and immediate action taken