

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

Date: **Wednesday 12 January 2011**

Time: **10.30am**

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

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

### **Membership**

Mr A J Byrne (Chairman)

Mr A D Adams

Dr A P Boswell

Mrs M Chapman-Allen

Mr P G Cook

Mr N D Dixon

Mr P Duigan

Mr T East

Mr M Hemsley

Mr B Iles

Mr J M Joyce

Mr M C Langwade

Mr B W C Long

Dr M Strong

Mr J M Ward

Mr A M White

Mr R J Wright (Vice-Chairman)

### **Non Voting Cabinet Members**

Mr G Plant

Mrs A Steward

Travel and Transport

Sustainable Development

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

Mr B H A Spratt

Mr J Mooney

Travel and Transport

Sustainable Development

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

Julie Mortimer on 01603 223029  
or email [Julie.mortimer@norfolk.gov.uk](mailto:Julie.mortimer@norfolk.gov.uk)

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

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

- 2. Minutes**

To confirm the minutes of the Environment Transport and Development Overview & Scrutiny Panel meeting held on 2 November 2010.

(Page **1**)

To confirm the minutes of the Environment Transport and Development Overview & Scrutiny Panel meeting held on 17 November 2010.

(Page **13**)

- 3. Members to Declare any Interests**

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

If a prejudicial interest is declared, the member should withdraw from the room whilst the matter is discussed unless members of the public are allowed to make representations, give evidence or answer questions about the matter, in which case you may attend the meeting for that purpose. You must immediately leave the room when you have finished or the meeting decides you have finished, if earlier. **These declarations apply to all those members present, whether the member is part of the meeting, attending to speak as a local member on an item or simply observing the meeting from the public seating area.**

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

- 5. Public Question Time**

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

Please submit your question(s) to the person named on the front of this agenda by 5pm on Friday 7 January 2011. For guidance on submitting public questions, please refer to the Council Constitution Appendix 10, Council Procedure Rules or [Norfolk County Council - Overview and Scrutiny Panel Public Question Time and How to attend Meetings](#)

**6. Local Member Issues/Member Questions**

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

Please submit your question(s) to the person named on the front of this agenda by 5pm on Friday 7 January 2011.

**7. Waste PFI Contract Award** (Page **A1**)

**8. Service and Budget Planning 2011-2014.** (Page **B1**)

To set out the financial and service planning position for Environment Transport and Development services for 2011-14, including a summary of the results of the Big Conversation consultation.

**9. Highways Capital Programme 2011/12/13 and Transport Asset Management Plan.** (Page **25**)

Members are asked to comment on the report, in particular the reallocation of integrated transport funding to structural maintenance to partially address the deterioration in highway condition and recommend it to Cabinet for approval; comment on the proposed changes to the Transport Asset Management Plan and recommend to Cabinet the use of Chief Officer delegated powers, in consultation with the Cabinet Member, to manage the two-year programme, including the possible increase in the Integrated Transport Programme to £3m to deal with any major scheme cost pressures if they arise.

**10. Environment, Transport and Development Strategic Review**

Members are asked to note and comment on the conclusions of the Strategic Review set out in the report, in particular the proposed way forward for a future service delivery method set out in the draft Cabinet report at Appendix A. (Page **45**)

**11. Exclusion of the Public**

The committee is asked to consider excluding the public from the meeting under Section 100A of the Local Government Act 1972 for consideration of the items below on the grounds that they involve the likely disclosure of exempt information as defined by Paragraph 3 of Part 1 of schedule 12A to the Act, and that the public interest in disclosing the information is outweighed by the public interest in non-disclosure.

The committee will be presented with the conclusion of the public interest tests carried out by the report authors and is recommended to confirm the exclusions.

**12. Environment, Transport and Development Strategic Review - Appendix A - Annex 1**

**13. Exempt Minutes of the Meeting held on 2 November 2010**

To confirm the exempt minutes of the meeting held on 2 November 2010

**14. Waste PFI Contract Award**

**Group**

**Meetings**

**Conservative 9.00am**

**Liberal Democrats**

**9.30am**

**Colman Room**

**Room 504**

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

Date Agenda Published: Tuesday 4 January 2011



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

**Minutes of the Meeting Held on Wednesday 17 November 2010**

### **Present:**

Mr A Adams	Mr B Iles
Mr R Bearman	Mr J Joyce
Mr A Byrne (Chairman)	Mr M Langwade
Mrs M Chapman-Allen	Dr M Strong
Mr N Dixon	Mr J Ward
Mr P Duigan	Mr A White
Mr T East	Mr R Wright (Vice-Chairman)
Mr M Hemsley	

### **Non-Voting Cabinet Member:**

Mr G Plant	Travel and Transport
Mrs A Steward	Sustainable Development

### **Non-Voting Deputy Cabinet Members:**

Mr B H A Spratt	Travel and Transport
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### **1. Apologies and Substitutions**

Apologies were received from Mr B Long, Mr G Cook, Dr A Boswell (Mr R Bearman substituted) and Mr J Mooney.

### **2 Minutes**

The minutes of the Environment Transport and Development Overview & Scrutiny Panel meeting held on 22 September 2010 were agreed as a correct record and signed by the Chairman.

### **3. Declarations of Interests**

The following declarations of interests were received:

Mr East, Mr White and Mr Bearman declared a personal interest in item 14 as they were members of the Reference Group looking at the Minerals and Waste Development Framework.

Dr Strong declared a personal interest in items 10 and 14 as Local Member for Wells, which was mentioned in both reports.

Mr Joyce declared a personal interest in item 7 as he was a member of the Speedwatch team.

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

There were no items of urgent business.

#### **5. Public Question Time**

Appendix A to these minutes sets out the questions and responses to the public questions.

#### **6. Local Member Issues/Member Questions**

Appendix B to these minutes sets out the questions and responses to the Local Member questions.

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

7.1 The annexed joint report (7) by the Cabinet Member for Travel and Transport and the Cabinet Member for Sustainable Development was received.

7.2 The Cabinet Member for Travel and Transport drew Members' attention to the Local Enterprise Partnerships and thanked businesses for getting involved in this business-led process.

7.3 Members' attention was drawn to Hethel Engineering Centre which was now almost fully occupied. Ongoing support for Lotus was another venture that would soon be commencing, which would be a very exciting opportunity.

7.4 Following a Member question it was confirmed that negotiations were still taking place on the speed camera funding and the offer from the Police Authority that the County Council would maintain fixed highways assets and other partners would be responsible for funding and running other activities of the partnership. Members would be updated when there was anything further to report.

It was **RESOLVED**:

To note the report.

#### **Items for Scrutiny**

#### **8. Forward work Programme Overview & Scrutiny**

8.1 The annexed report (8) by the Director of Environment, Transport and Development was received and introduced by the Support Manager, ETD. The

report outlined the programme for scrutiny and Members were asked to consider the outline programme, agree the scrutiny topics listed and consider any new topics for inclusion on the scrutiny programme.

- 8.2 The Support Manager ETD informed the Panel that the Environment Agency would be invited to the March meeting to give Members a demonstration on their Flood Warning Direct service.
- 8.3 Dr Strong expressed concern over the procrastination of the Environment Agency to carry out this demonstration. She went on to say that she had accepted this demonstration be done at County Hall when she would have preferred it completed in the areas affected. Dr Strong also registered her discontent with the actual flood warning phone messages, as she felt they were inadequate and caused confusion amongst residents.

**RESOLVED:**

To note the report.

**Items for Review**

**9. Integrated Performance and Finance Monitoring**

- 9.1 The annexed report (9) by the Director of Environment, Transport and Development was received and introduced by the Finance Business Partner, Finance Manager and Planning, Performance and Partnerships Manager, ETD. Members were 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.
- 9.2 The Environment, Transport and Development Department was forecasting an underspend of £0.340m. An underspend on the Capital budget of £1.633m was also forecast and this was mainly due to the scaling back of the work on the Northern Distributor Route (NDR).
- 9.3 The following points were noted in response to Members questions:
  - 9.3.1 The replacement of the National Indicators was a positive way forward as it would give the County Council the opportunity to revisit the most appropriate topics for the people of Norfolk.
  - 9.3.2 At the Panel meeting in July 2010 Members requested an in-depth monitoring report on the East of England Production and Innovation Centre (EPIC) be brought to a future Panel meeting. Members agreed it was important to have a regular report on EPIC and requested a balance sheet showing the income and expenditure.
  - 9.3.3 The focus on energy and carbon management at 1.6 of the report referred directly to the energy used by the County Council. The efficiency aspect was a separate procurement issue.

**RESOLVED:**

- (i) That a report on the East of England Production and Innovation Centre be brought to the Panel meeting in March 2011 showing the income and expenditure.

and

- (ii) To note the report.

**10. ETD Strategic Review**

- 10.1 The annexed report (10) was received and introduced by the Director of Environment, Transport.
- 10.2 Members were asked to provide any comments on the report and to consider the work of Workstream 3 which was coming to conclusion and how to prioritise the highway capital programme.
- 10.3 During Member questions the following points were noted:
  - 10.3.1 The costs of keeping the waste recycling centre at Docking open had been managed in the waste budget due to a lower volume of waste being dealt with than was budgeted for. The Environment Transport and Development Department was picking up any additional costs associated with the Docking site and was continuing to forecast an underspend. The budget proposal is that all recycling centres could have a later opening time in the future.
  - 10.3.2 Norfolk County Council was responsible for cutting grass verges in the County for highway and safety purposes and the District Councils were responsible for cutting amenity grass areas. North Norfolk District Council had decided not to carry out amenity grass cutting in 2011 and the Panel was reassured that the highway service would continue next summer, although the level of cutting was dependent on the budget outcome. If Parish Councils were to have the opportunity to carry out grass cutting in 2011, Members felt Parish Councils should be made aware of this as soon as possible so the necessary arrangements and contracts could be finalised.
  - 10.3.3 The Partnership contracts with May Gurney and Mott Macdonald were currently being reviewed and the conclusions would be reported to the Strategic Review Board.
  - 10.3.4 Surface dressing was a lower cost treatment option and involved spraying bitumen on the surface and laying chippings on top. Surface dressing was the treatment of choice on lower category roads and was an affordable option, although if the road had deteriorated too badly this would not be a cost effective solution.



- 10.3.5 Members were reassured that Norfolk County Council would not allow the roads to become impassable and deteriorate to the stage where they were unusable and would always endeavour to keep the highways in good order and to a standard to be used by the public.
- 10.3.6 The re-surfacing and surface dressing works carried out by the Highways service following the winter of 2009/10 had been completed exceptionally well and the Panel wished to thank everyone for their efforts.

**RESOLVED:**

To note the report.

**11. Norwich City Agency Review**

- 11.1 The annexed report (11) by the Director of Environment, Transport and Development was received and introduced by the Assistant Director Highways and City Agency Manager.
- 11.2 The new Agency Agreement identified the services to be retained by the City Council and services to be moved to the County Council where there were clear benefits in altering current arrangements. Cost efficiencies and robustness of service had been outlined in the report.
- 11.3 Members were asked to consider and comment on the draft Highways Agency Agreement.
- 11.4 As this was his last meeting before his impending retirement, the Chairman thanked Chris Mitchell for his work for the County Council and wished him well.
- 11.5 The Chairman of the Norwich Highway Agency Committee, Tony Adams, said that a lot of work had gone into producing the report. He reiterated that the new Agency Agreement would save the County Council money and he fully commended it to the Panel.

**RESOLVED**

To note the report.

**12. Impact of Winter 2009/10 – an Update**

- 12.1 The annexed report (12) by the Director of Environment, Transport and Development was received and introduced by the Capital Programme Manager, ETD.
- 12.2 The report outlined how the additional funding had enabled a targeted response to repair damage to road surfaces caused during the 2009/10 winter, ensuring the most appropriate and cost effective form of treatment had been used.
- 12.3 Members were asked to note and comment on the contents of the report.

- 12.4 During Member questions, the following points were noted:
- 12.4.1 The Local Member for Mancroft Division thanked officers for the timely delivery of the project on the B1108 Earlham Road, Norwich. These works had caused some disruption but he had been very impressed with the communications in advance of the work being done which had given him time to notify his constituents. He was also very impressed with the speed of completion of the works.
- 12.4.2 Following concerns which had emerged last winter over who had responsibility for filling grit bins, the Panel requested a contact telephone number be displayed on the grit bins to enable members of the public to let the Council know when the bins were empty and needed re-filling.
- 12.4.3 Parish Councils were responsible for providing grit bins with Norfolk County Council ensuring these were stocked with grit.
- 12.4.4 The Government had recently published a snow code which gave information on the sensible clearing of paths. The snow code is available by using the following link:  
[http://www.direct.gov.uk/en/NI1/Newsroom/DG\\_191868](http://www.direct.gov.uk/en/NI1/Newsroom/DG_191868)
- 12.4.5 There were currently 800 grit bins across the county.

**RESOLVED:**

To note the report.

Mr M Hemsley left the meeting at this point and did not return.

**13. Norfolk Highway Gating Trials**

- 13.1 The annexed report (13) by the Director of Environment, Transport and Development and the Director of Community Services was received and introduced by the Community Safety Coordinator and the Transport Planning Strategy Manager, ETD.
- 13.2 The report updated Members on the progress of Norfolk's highways gating pilots at Dolman Square, Great Yarmouth and Pilot Street King's Lynn, which had been in place for more than 18 months.
- 13.3 Members were asked to note the contents of the report; support extending the period of gating the two existing pilot schemes by an additional period of 24 months and support the proposed policy/process by which future schemes are approved; and comment on the most appropriate source of funding for the costs of the statutory process.
- 13.4 Members' attention was drawn to the fact that the report was not now to be presented to the Community Services O&S Panel.

- 13.5 During the discussion, the following points were noted:
- 13.5.1 Members felt that the gating trials should not be funded from the highway budget, although it was noted that the County Council had a duty under the Section 17 Crime and Disorder Act to take account and do all it reasonably can to make Norfolk a safe place to live in.
- 13.5.2 The two gating trials currently in place had mainly come about due to anti social behaviour and were generally following lower level issues which had not necessarily been reported to the police but had an impact on the quality of life for residents.
- 13.5.3 Members agreed that the County Council had a statutory duty to all its residents for safety. They felt that Norfolk County Council had a duty to complete the legal paperwork but should not be responsible for paying for the gating. The organisation seeking the orders should be made aware that they would need to provide any funding which would be dealt with on a case by case basis.
- 13.5.4 As a Statutory Partner, Norfolk County Council had a duty of care to take account of the crime and disorder implications under Section 17 and would therefore need to prove that these implications had been taken into account if challenged.
- 13.5.5 The Director highlighted to the Panel that the Council had taken forward the pilots, demonstrated that the approach could be effective and was proposing a policy framework in which further schemes could be brought forward.
- 13.5.6 The following motion was proposed and seconded:

Norfolk County Council should complete the necessary legal process for gating, but all costs should be met by the local partners/agencies promoting the schemes.

With 13 votes in favour, 0 votes against and 1 abstention it was

**RESOLVED:**

To recommend that Norfolk County Council complete the necessary legal process for gating, but that all costs should be met by the local partners/ agencies promoting the schemes.

**14. Minerals and Waste Development Framework Sixth Annual Report (2009-10).**

- 14.1 The annexed report (14) by the Director of Environment, Transport and Development was received and introduced by the Planning Services Manager, ETD.
- 14.2 The report outlined the four main sections of the Minerals and Waste Annual Monitoring Report (AMR).
- 14.3 Members were asked to endorse the findings of the AMR and to resolve that the AMR be submitted to Cabinet and then to the Secretary of State and to

recommend that Cabinet resolve that the revised Minerals and Waste Development Scheme shall have effect from 18 January 2011.

14.4 Following a Member question, it was confirmed that the reservoir at Stody had now received planning permission and could commence works as and when required.

14.5 **RESOLVED to:**

- (i) endorse the findings of the AMR and to resolve that the AMR be submitted to Cabinet and then to the Secretary of State.
- (ii) recommend that Cabinet resolve that the revised Minerals and Waste Development Scheme shall have effect from 18 January 2011.

The meeting ended at 11.45am.

#### CHAIRMAN



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## 5 Public Questions

### 5.1 Question from Anne Barnes, Clerk to Cringleford Parish Council

Cringleford Parish Council would like to know why Norfolk County Council is refusing to adopt the public footpath, known as Harts Lane, Cringleford, as it will be the major footway/cycleway link between the already established parts of the village and the new development known as Round House Park and more importantly the new 420 place school to be built at the end of Harts Lane?

#### **Reply by the Cabinet member for Travel and Transport**

The County Council supports the creation of a suitable footpath link between Colney Lane and the Roundhouse Park development and accepts the importance of this link particularly once the new school opens. This was identified at an early stage and the planning permission requires the provision of such a link. However, the planning consent cannot guarantee the subsequent adoption of such a route. For this to happen footpath must be appropriately lit and constructed to suitable standards for the County Council to adopt as publicly maintainable highway and it must also form a continuous link between Colney Lane and Dragonfly Lane within the new development. There can be no section of the footpath which is retained in third party ownership over which the County Council would have no control and the public no right to cross, as I understand is the case here.

Unfortunately, the current proposals do not meet the County Council's minimum standards for adoption due to the combination of land ownership issues and substandard construction and lighting proposals submitted by the developer.

**Supplementary Question:** The County Council wishes to encourage as many people to walk and cycle and this staying healthy policy is incorporated into the Council's own policies and stated in 'Every Child Matters' and in every School Travel Plan.

It appears to the Parish Council that the District Council's 'no dig' policy and the County Council's 'no tarmac – no adopt' policy has resulted in a catch 22 situation where everyone is a loser.

This footway/cycleway is essential for the health and safety of the local people, especially the children going to the new school and if the developer is going to end up being responsible for maintaining the Harts Lane footpath/cycleway, who will ensure that this happens?

The **Cabinet Member for Travel and Transport** stated that the County Council took its responsibility very seriously. The path currently does not meet the construction standards and would need to meet that criteria before it could be adopted by the County Council. The developer was aware of the criteria and the standards that would need to be met before the path could be adopted by the County Council.

## 6 Local Member Issues/ Member Questions

### 6.1 Question from Dr Andrew Boswell, Local Member for Nelson Division.

Following recent Press reports that the Norwich Northern Distributor Road (NDR) will be included in the Big Conversation, will the Cabinet member please provide details of what information the public will be given about the project and what questions will be posed for the public to give their views on.

#### **Reply by the Cabinet Member for Travel and Transport.**

The NDR is not specifically mentioned as part of the Big Conversation. There was extensive consultation previously for the NDR and more recently for the Norwich Area Transportation Strategy (NATS) Implementation Plan, which included the NDR. These consultations received a significant number of responses, with the majority being positive towards the NATS Implementation Plan and the NDR.

In my comments to the EDP, I recognised the changing climate in which we now find ourselves and as such reflected this. I am therefore keen to receive comments from the public regarding our spending in future years and the outcome of this may influence the timing of some of the proposed transport infrastructure. In response to the spending set out in the Big Conversation documents, people may comment on the NDR, NATS, or other countywide transportation issues. These comments would need to be balanced against the results of previous consultations.

**Supplementary Question** (asked by Mr Bearman, on behalf of Dr Boswell): Given the NDR is not mentioned in the Big Conversation, is it acceptable to provide residents with any public domain information about the progress to date, when seeking response or comments on NDR or NATS. Specifically the previous consultation responses in 2006 & 2008 were conducted under a very different financial climate to that which we find ourselves now, and can the result of those consultations be weighted accordingly?

The **Cabinet Member for Travel and Transport** agreed that the County Council's financial position had changed considerably since the consultations in 2006/08. He reiterated that the Big Conversation had been put in place so the people of Norfolk could let the County Council know their priorities. Once the consultation had finished, Cabinet would consider all the issues and decide how these could be fed into Norfolk County Council policies.

### 6.2 Question from Mike Brindle, Local Member for Thetford West

The question concerns the new street lighting.

In Thetford there are a number of excellent heritage style street lights in conservation areas. These lights are typically in a traditional gas lantern style. Amey have begun work to replace these expensive and appropriate lights with the one-size-fits-all job lot. I have arranged for the work on this small number of lights in key areas to be halted to allow further consideration.

Would you please explain why at a time when we are seeking to save money in general we appear to be in the process of replacing expensive heritage lights before they are past their sell-by date thus impoverishing the cultural heritage of the town as well as spending money on lights that could be retained for use in more suitable locations?

**Reply by the Cabinet Member for Travel and Transport.**

Our street lighting PFI represents excellent value for money for council tax payers. The total cost of maintaining our stock has been held constant, while securing government grant worth £38m to replace life expired stock.

We have always been clear that we can only afford to replace with standard columns, however special arrangements have been agreed elsewhere with the support of local partners. We are happy to explore options here too. I understand a meeting with Martyn Wegg, our Street Lighting PFI Manager, has been arranged with you, the Thetford Society and other interested parties, for Thursday to discuss a way forward

**Supplementary Question:**

Can you reassure me that Thetford had been treated no worse than any other area when replacing street lights like for like?

The Cabinet Member for Travel and Transport replied that the lights that were being replaced as part of PFI agreement were standard columns. Other Councils had been prepared to pay the difference between these and the expensive heritage lights and negotiations could take place to look at this option. The Director for Environment, Transport and Development confirmed that Norfolk County Council would be happy to explore the opportunities for the heritage columns to be replaced and these would be discussed further at the meeting on 18 November.

## **Waste PFI Contract Award**

Report by the Director of Environment, Transport and Development

### **Summary**

The Waste PFI (Private Finance Initiative) contract is to secure a service to treat around 170,000 tonnes of residual municipal solid waste each year during a 25 year period expected to start in 2014/15. The contract is expected to reduce the cost of the service from 2015 by more than £8 million each year.

As a part of the recent Comprehensive Spending Review Norfolk retained its PFI grant allocation from Government for this project which would be equivalent to a total grant of £169 million to the County Council.

The Willows Power & Recycling Centre could help increase Norfolk's recycling rate from 43% to over 63%. It would use left over rubbish as a fuel and burn it in an incinerator to generate around 20 megawatts of electricity enough for the equivalent of 36,000 homes and produce more than 50,000 tonnes of recycled materials for use as aggregates and several thousand tonnes of metals for recycling each year. The proposal also creates the potential for cheap steam to be used locally to heat housing, commercial properties or industrial processes. As well as treating 170,000 tonnes of household waste additional capacity of approximately 98,000 tonnes would be provided for commercial waste that would otherwise go to landfill, the overall capacity being around 268,000 tonnes.

Cory Wheelabrator's bid is very high quality and provides excellent value for money which has been the outcome of a very competitive procurement process. Cory Wheelabrator was selected as the Preferred Bidder in November 2010 subject to approval by Defra which was subsequently received in early December. Since the Preferred Bidder decision, the commitments in Cory Wheelabrator's final tender have been further clarified and confirmed such that the County Council is now in a position to make an award decision.

Accordingly this report recommends that Cory Wheelabrator is awarded the PFI contract subject to the bid remaining in line with Defra's requirements for the PFI process and there being no significant modifications to the bid that would distort competition or have a discriminatory effect.

### **Recommendation**

To recommend to Cabinet that it makes the following decisions:

1. To approve the award of the Waste PFI contract to Cory Wheelabrator on the basis set out in the Final Tender and subject to confirmation by Defra that the bid remains in line with its requirements for the PFI process and therefore secures PFI credits.
2. That the Director of Environment, Transport and Development in consultation with the



Leader and Cabinet Member for Sustainable Development be delegated to conduct final clarification, confirmation of commitments and due diligence with Cory Wheelabrator in accordance with the Public Contracts Regulations provided that no changes are significant modifications to the bid that would distort competition or have a discriminatory effect.

3. That the Director of Environment, Transport and Development in consultation with the Leader and Cabinet Member for Sustainable Development be delegated to approve terms for the private finance initiative contract with Cory Wheelabrator and all associated documents together with any additional acts and instruments required to give effect to the project including, without limitation, direct agreements with funders.
4. To authorise the provision of an indemnity to the Head of Law or Head of Finance or other appropriate officer who will sign the Local Government (Contracts) Act 1997 certificate as to the County Council's vires to enter into the contract.
5. That the site at Willows Business Park is leased to Cory Wheelabrator for the duration of the Contract on terms to be approved by the Director of Environment, Transport and Development in consultation with the Leader and Cabinet Member for Sustainable Development
6. To confirm affordability with suitable allowance for fluctuations in the cost such that when the contract is entered the overall cost to the County Council is no greater than the equivalent of a 1% increase in interest rates or a 10% worsening of relevant exchange rates from those assumed in the Final Tenders.
7. To make provision in the County Council's Financial Plan for the funding of the PFI contract and the resources required to manage the contract.
8. That the Director of Environment, Transport and Development in consultation with the Leader and Cabinet Member for Sustainable Development be authorised to pursue the possibility of further enhancing the environmental benefits by pursuing the possibility of making combined heat and power part of the Energy From Waste facility.

## 1. **Background**

- 1.1.
  - 395,000 tonnes of municipal waste was generated in Norfolk in 2009/10.
  - The waste hierarchy establishes a preference for waste reduction, re-use and recycling in preference to recovery and finally disposal.
  - Currently all left over waste is disposed of in landfills.
  - Contracts awarded for the period 2011 to 2015 will see some of the left over waste recovered in waste treatment facilities in other counties whilst the Power and Recycling Centre is under construction but still the main reliance being on landfill.
  - The waste PFI will recover value from around 170,000 tonnes per annum of Norfolk's left over waste ensuring that the absolute minimum is at the bottom of the waste hierarchy - disposal.
- 1.2. Reduction
  - Norfolk already has a low weight of waste per head of population when compared to most other authorities.

- In 2009/10 Norfolk was the sixth best performing county in England for residual waste sent to landfill with 546kg per household.
- Overall waste volumes have been declining in recent years.
- 85,000 compost bins have been sold to residents since 2002.
- The County Council delivers, working with the Norfolk waste Partnership, activities and initiatives that aim to reduce waste and increase recycling and re-use further, for instance:
  - Delivering countywide waste awareness raising campaigns and events, such as the 'Love Food, Hate Waste' campaign.
  - Promoting composting through such initiatives as Community Composting and the Master Composter scheme.
  - Working with schools in the Schools Waste Action Club programme.
  - Promoting the Real Nappies scheme.
  - A 'swishing' event where people give and take clothes.

### 1.3. Reuse

- The County Council's Recycling Centre on the Willows Business Park near King's Lynn has a re-use shop where materials and items others have given up on are recovered for re-use, this also occurs at some of the other Recycling Centres provided by the County Council. 410 tonnes of items were re-used in this way in 2009/10.
- The County Council for quite a while now has also been paying re-use credits. About £295,000 was paid to furniture re-use schemes, charities or voluntary groups in 2009/10 where these organisations arranged for the re-use and recycling of items. Of this in 2009/10 £5,587 was paid for re-use of 121 tonnes of items, money funded from the avoided costs to the County Council of having to dispose of this material.

### 1.4. Recycling

- Recycling and composting rates for household waste are currently 43% across Norfolk, this is above the national average of 39%.
- The County Council is providing financial incentives to encourage the collection of food waste, for use in processes like Anaerobic Digestion, and this is expected to lead to further increases in recycling performance.
- The County Council paid £5,192,000 recycling credits in 2009/10 to other authorities, including King's Lynn and West Norfolk Borough Council for recycling, funded from the avoided costs of having to dispose of this material.
- The County Council spent approximately £7,500,000 in 2009/10 providing recycling centre services (including associated disposal costs) at 19 sites across Norfolk, including a new 'state of the art' recycling centre at King's Lynn, and has plans to open new facilities in Dereham and Thetford.
- Some of the County Council's Recycling Centres regularly exceed 70% recycling and all council's across Norfolk deliver a range of recycling services at the

kerbside.

- Dry recyclables collected across Norfolk, things like paper, card, tins and plastic bottles, are processed by the County Council's company Norfolk Environmental Waste Services Ltd (News), at its Costessey Materials Recycling Facility. News also undertakes composting activities as a part of its range of waste services.

#### 1.5. Recovery

- Contracts awarded by Cabinet on 06 December 2010 secured residual waste treatment services, using Mechanical Biological Treatment and Energy From Waste processes, that will recover value from residual waste.
- Until recently several thousand tonnes each year of rejected material from the Costessey Materials Recycling Centre have been sent to an incinerator for recovery.

#### 1.6. Disposal

- In 2009/10 226,000 tonnes of waste was sent to landfill.
- Residual waste currently gets sent to five landfill sites across Norfolk, some of which are expected to close in the next few years.
- Waste in landfill sites degrades slowly over time generating gases which contribute to climate change.
- The County Council has potential liability for over 150 closed landfill sites in Norfolk which costs approximately £2 million each year to manage.
- Despite efforts by the operators of landfill sites to capture this gas and use it to generate electricity large volumes escape in to the atmosphere. It is concerns around this impact that has led to the prospect of fines for the UK from Europe if we continue to rely on landfill, the prospect of swingeing penalties for the County Council if it exceeds its annual landfill allowance, combined with the impact of increasing landfill taxes.
- The landfill tax is expected to escalate to £80 for each tonne by 2015, the County Council already pays £11 million in landfill tax and expects this to increase by £1.8 million each year until 2015.

#### 1.7. Joint Municipal Waste Management Strategy For Norfolk

The Norfolk Waste Partnership has nine key objectives that include:

- To procure appropriate technologies to manage and treat municipal waste.
- To ensure that the way residual waste is treated will support efforts higher up the waste hierarchy.
- To minimise as far as possible the residual waste requiring treatment and disposal.

The Strategy has been approved separately by all the authorities in Norfolk.

## 2. **PFI Procurement Process**

- 2.1 PFI contracts seek to establish the optimum risk profile between the public and private sector to deliver value for money services. To help meet the cost of the

move away from landfill an Outline Business Case for a PFI grant from the Government was submitted to Defra which received Treasury approval on 17 March 2009.

The provisional grant of £91 million to support the cost of a residual waste treatment would provide £169 million support over the period of a 25 year contract, with a first payment of £6.7 million expected to be paid in 2015 when a service started.

This provisional allocation was confirmed as a part of the recent Spending Review, Norfolk was one of only 11 waste projects to retain its allocation. Defra's evaluation criteria in deciding which projects to support were value for money, likelihood of delivery of the facility and how soon the facility was planned to be operational.

- 2.2 On 06 April 2009 Cabinet approved an evaluation model that would be applied to bids to determine the most economically advantageous tender. The evaluation model takes into account the quality and price of the bids and their ability to meet minimum requirements.

This establishment of the criteria involved the assessment of responses from a public consultation and work with focus groups in 2008 which were considered by a member and officer work group and led to recommendations by the relevant Overview and Scrutiny Panel.

The evaluation model is detailed in Appendix A and acronyms are explained in Appendix B.

Cabinet also approved the placement of a contract notice for the Waste PFI contract in the Official Journal of the European Union in April 2009, this notice was sent on 23 April 2009.

The Outline Business Case identified a site for bidders to use at the Willows Business Park, at Saddlebow, south of King's Lynn. The site was purchased by the County Council in March 2008 although use of the site by bidders was not mandatory.

- 2.3 Following interest from ten separate applicants a shortlist of four participants was approved by Cabinet on 14 September 2009:

1. AmeyCespa (Amey UK plc / Cespa SA).
2. Cory Environmental Management Ltd / Wheelabrator Technologies Inc.
3. MVV Umwelt GmbH.
4. Resources from Waste (United Utilities plc / Laing O'Rourke plc / John Laing Investments Ltd).

- 2.4 Following an evaluation of the detailed solutions submitted by the four participants a shortlist of two bidders was approved by Cabinet on 06 April 2010:

1. AmeyCespa (Amey UK plc / Cespa SA).
2. Cory Environmental Management Ltd / Wheelabrator Technologies Inc.

2.5 Following an evaluation of final tenders submitted by the two bidders Cory Wheelabrator was appointed as the Preferred Bidder by Cabinet on 08 November 2010. This was subject to confirmation by Defra that the bid remains in line with its requirements for the PFI process and this confirmation was received in December 2010.

2.6 Bidders had to meet or exceed three main contract targets:

- (a) 92% of the waste delivered to a facility had to be processed as a minimum.
- (b) 82% of the residues from a process had to be diverted from landfill as a minimum.
- (c) CO<sub>2</sub> reduction, bidders had to demonstrate how they would achieve a reduction in the average annual emissions of greenhouse gases from year five of the contract – after a baseline had been established.

### 3. **Procurement Activities Since the Preferred Bidder Decision**

3.1 In early December Defra approved the appointment of Cory Wheelabrator as the Preferred Bidder following a four week assessment of the pre-Preferred Bidder Final Business Case.

Following the decision to select Cory Wheelabrator the completion of non commercial documents has continued and established commercial positions have been turned in to contractual documents.

### 4. **Cory Wheelabrator's Proposal**

4.1 Cory Wheelabrator is proposing a power and recycling centre that is Combined Heat and Power ready. The process is Energy From Waste / Incineration using a conventional moving grate technology. The proposed site is the Willows Business Park, south of King's Lynn.

Cory Wheelabrator has proposed a single line facility with a capacity of around 268,000 tonnes per annum to treat 170,000 of household waste from the County Council and the remaining capacity provided for third parties to treat non hazardous commercial and industrial waste. An artist's impression of the facility is shown below.



The image above shows an artist's impression of the facility looking from the south east.



The image above shows an artist's impression of the facility looking from the south east with the main facility in the centre, recycling facility in the foreground, the Saddlebow Industrial Estate and Palm Paper in the background, and Centrica's expanded power station to the left.

The plant would burn left over waste using it as a fuel to generate more than 20 megawatts of electricity, enough to meet the needs of 36,000 households, which could go in to the local grid network or directly to local users and could generate steam which could be used locally for industrial uses or to provide cheap district heating. This would displace the emissions generated by meeting these demands

by other sources.

The proposed facility would operate over 25 year service period.

A recycling facility on site would recover several thousand tonnes of metals and more than 50,000 tonnes of materials to be used as aggregates from the bottom ash from the facility each year.

Cory Wheelabrator as the developer is undertaking the application for planning permission and a permit to operate, with both processes involving full public consultations expected to start in spring 2011.

Around 300 jobs will be created during construction of the plant, which will take nearly three years. Over the 25 year life of the contract around 40 full-time jobs will be created in running the facility, plus others in linked businesses. Cory Wheelabrator will source as many jobs as possible from the local employment pool and this principle will extend to contractors and subcontractors.

As a part of the proposal Cory Wheelabrator, in keeping with other operational facilities, is also proposing a new community fund of up to £100,000 a year over the 25-year contract which will be provided for local projects.

- 4.2 The Cory Wheelabrator consortium consists of a joint venture between Cory Environmental Management Limited and Wheelabrator Technologies Inc.

Cory's has extensive waste experience in the UK and is currently delivering the Riverside Energy From Waste project in London.

Wheelabrator has strong technical and project experience in waste treatment gained in the US, operating hundreds of landfill sites and transfer stations and 17 Energy From Waste facilities.

## 5. **Public Consultations on the Proposed Facility**

- 5.1 Two major public consultations relating to the proposal are expected to start in spring 2011:

- One organised by the County Council as the Local Planning Authority relating to the application for planning permission.
- A separate one organised by the Environment Agency in response to the application for a permit to operate a facility.

Both these processes will allow everybody to form their views based on the facts of the proposal and to make sure that their views and concerns and issues are taken in to account before any decision is made about whether a facility could be built or allowed to operate. The earliest that a decision on either matter could be expected would be at the very end of 2011.

- 5.2 Before these public consultations start Cory Wheelabrator is holding a series of exhibitions to give people and businesses the chance to learn more about the

proposal. The first will take place over two days at the Duke's Head Hotel in King's Lynn on 14 January 2011, from 12:00 to 20:00 and on the 15 January, from 10:00 to 16:00.

A shuttle bus will run to the King's Lynn exhibition from:

- West Winch.
- North Runcton.
- Clenchwarton.
- Wiggshall St Germans.
- Tilney All Saints.
- Tilney High End.
- Saddlebow.

Further exhibitions will be held at:

- Downham Market Town Hall on 28 January, 09:00 to 16:00.
- Fakenham Parish Church on 03 February, 12:00 to 20:00.
- Swaffham Assembly Rooms on 05 February, 09:00 to 16:00.
- Wisbech Library on 10 February, 10:00 to 17:00.

At all these exhibitions people will be able to find out information about the proposal and meet members of the Cory Wheelabrator team who will be available to answer questions.

- 5.3 The first in a series of community newsletters has already been distributed to 24,000 homes in the area and Cory Wheelabrator has launched a website ([www.willowsprc.co.uk](http://www.willowsprc.co.uk)) to help provide further information about the process and to allow people to register their questions.
- 5.4 The Borough Council decided to hold a referendum across its administrative area. It will start on 14 February 2011 and last two weeks. The question will be 'Do you support the construction of a Mass Burn Municipal Waste Incinerator on the Willows Business Park, Saddlebow, King's Lynn?'
- 5.5 In relation to the project by the end of 2010 there had been:
- 25 Freedom of Information requests.
  - 54 separate items of general correspondence.
  - 559 copies of a standard two line objection letter.
  - 156 separate letters of objection.

A number of parish council and public meetings in the King's Lynn area have been held at which residents have also registered their objections to the proposals.

- 5.6 The County Council's Waste Reduction Team supports a range of activities across the county including those identified in section 1.2 of this report. In the King's Lynn area in recent months the team's activities included attending 11 events/venues with display materials, working with five schools and attending or supporting neighbourhood events.



## **6. The Process of Contract Award**

- 6.1 The competitive process is not concluded until a contract is awarded and nothing that is commercially sensitive ought to be disclosed into the public arena that could prejudice the on-going procurement process or the commercial interest of the Bidders.

During the period from now to contract award the main focus is working on completing the final contract documents with the bidder and alongside this process the period to financial close involves working with the bidder and its funders on a range of financial matters and resolving any matters that may arise from the final stages of due diligence by the funders.

Defra will also be required to approve a Final Business Case before a contract can be awarded to Cory Wheelabrator for the PFI.

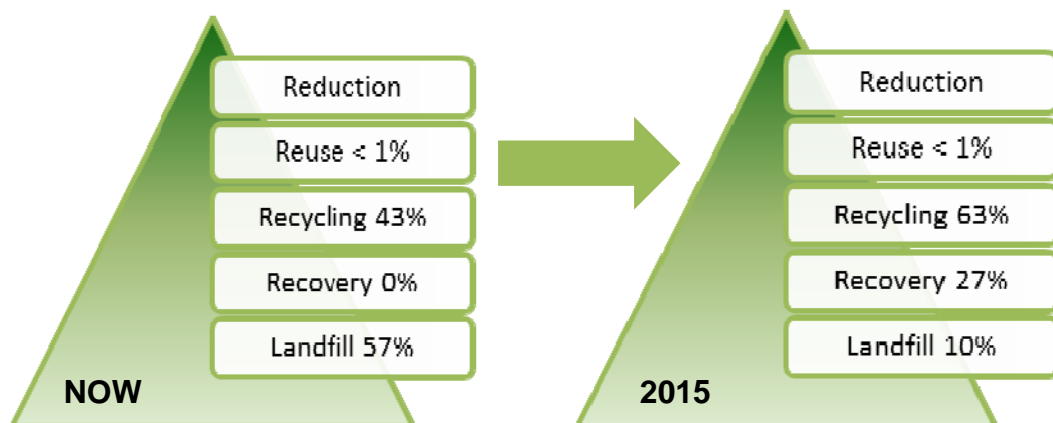
- 6.2 For this kind of contract the risk of foreign exchange rates and interest rates changing rest with the public sector up until the point that a contract is awarded and financial close is achieved. Consequently it is advised that as long as the overall cost of entering in to a contract stays within a predetermined cost ceiling established by the impact of a 1% increase in interest rates or a 10% worsening in exchange rates, then the contract award process should be allowed to proceed on delegated powers. However, if the cost of entering in to a contract exceeds this level then the decision to award the contract should be reconsidered by the Project Board and Cabinet.

Due to the nature of this information and with regards to the Local Government Act 1972 (as amended 01 March 2006), Schedule 12A, Part 1, clause 3 ('Information relating to the financial or business affairs of any particular person (including the authority holding that information)') this information is exempt and is covered in the exempt report on the agenda which identifies what commercial information was considered in the evaluation and the detailed outcome of the evaluation process. The public interest in disclosing these issues is outweighed by the public interest in non-disclosure. Disclosing sensitive business and financial information may also impact on the Authority attaining best value in future discussions as well as any fine tuning period prior to awarding a preferred bidder status.

## **7. The Waste PFI's Contribution to Waste Management in Norfolk**

- 7.1 The waste hierarchy encourages a focus on waste reduction ahead of reuse, recycling, recovery of energy and disposal and the Waste PFI will deliver a major improvement by moving significant amounts of waste up the hierarchy and away from disposal. The contract will help ensure that rather than 57% of household waste being disposed of in landfill as is the case now, instead in 2015 the figure could be as low as 10%.

This is because the Power & Recycling Centre will increase the amount of energy being recovered from our waste from 0% to approximately 27% and help boost recycling levels from 43% now to 63% in 2015. This is shown in the figures below.

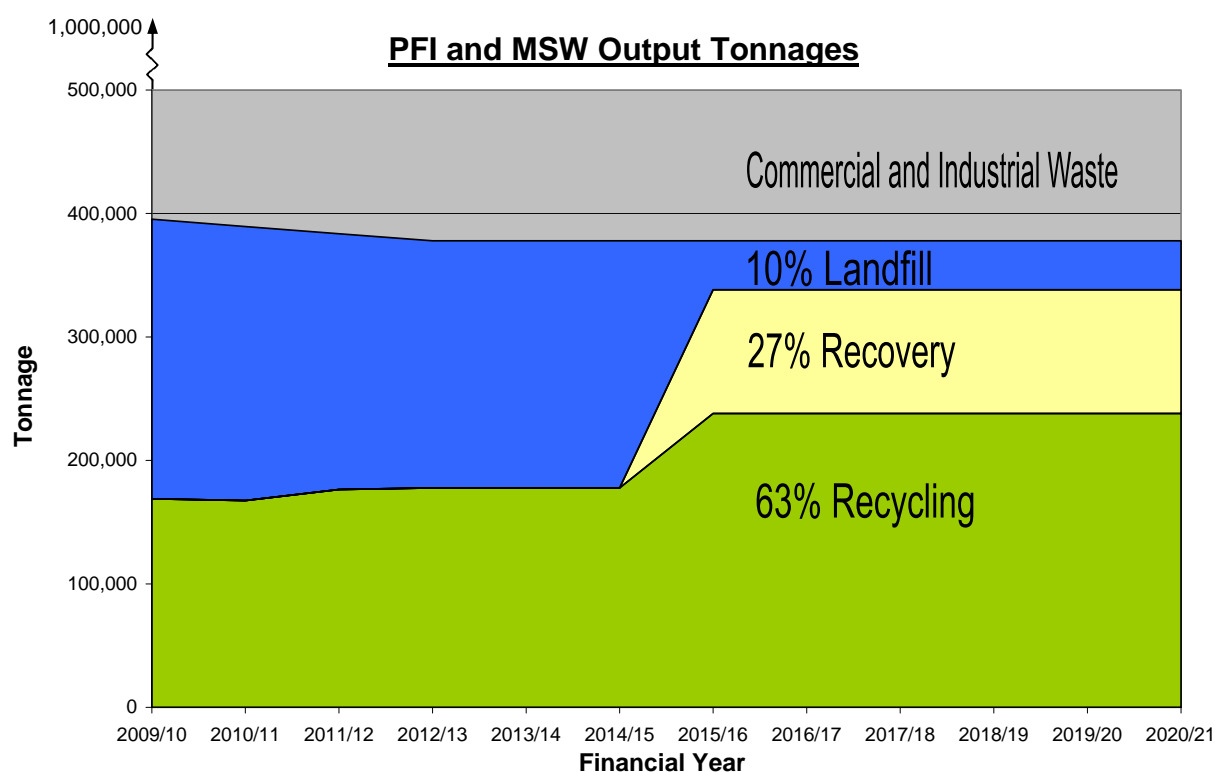


- 7.2 The tonnage of residual Municipal Solid Waste (MSW) in Norfolk has been decreasing in recent years for two reasons – a decline in the overall levels of waste and an increase in levels of recycling. This trend is expected to continue for the next two years before levelling out. New services, like food waste collections, will increase recycling rates. The effects of a global recession and recovery will have an impact on consumerism and social trends like new housing developments will also have an impact on waste levels.

These trends and the impact of the Waste PFI are shown in the figure below, with a clear increase in recycling levels to approximately 63% in 2015 linked directly to the Waste PFI.

In 2009/10 226,000 tonnes of waste was sent to landfill. The Waste PFI service is for around 170,000 which allows ample headroom for further reductions in overall waste volumes or increases in recycling as this would reduce the amount of waste delivered to landfill, i.e. the 10% landfill identified in the figure below would reduce further to less than 10%.

If for whatever reason, and disregarding any potential impact from expected increases in households in Norfolk, there were less than 170,000 tonnes of residual waste then the available spare capacity would be used to treat sources of non hazardous commercial and industrial waste. There is currently approximately one million tonnes of commercial and industrial waste in Norfolk of which nearly half (487,000 tonnes) was disposed of in 2009/10, the figure below shows only a part of this on top of the municipal solid waste tonnages.



- 7.3 The Waste PFI will save at least approximately 70,000 tonnes of CO<sub>2</sub> equivalent emissions each year compared to the impact of the waste service now. This is equal to approximately 78% of the other County Council's activities which for 2009/10 was calculated to be equivalent to approximately 90,000 tonnes of CO<sub>2</sub> emissions. This figure excluded waste but included the combined impact of offices, buildings like libraries and museums, schools, street lighting, traffic lights and vehicles.

This reduction in carbon dioxide emissions is estimated to be equivalent to more than 50,000 families of four flying to Spain and back or more than 200,000,000 miles in an average diesel car.

- 7.4 The proposed facility also includes a visitors' centre and dedicated resources to deliver and support education and waste awareness activities.

## 8. Lessons Learnt for Future Procurements

- 8.1 This procurement has been the fastest ever of its kind in the Waste PFI sector. The lessons learnt from the Waste PFI include:
- (a) Remaining technology neutral and also providing a site for bidders to use, this extended the range of potential bidders thereby improving competition.
  - (b) Revisiting affordability approval at all stages of the project, e.g. the reference project, detailed solution stage, preferred bidder and contract award stages, i.e. a high quality and up to date estimate of the cost of a solution.
  - (c) Having a strong, credible and well resourced team with clear ownership of the process, relevant experience and strong links to the industry and Defra.
  - (d) Holding an applicants' conference created an early opportunity to underline the Authority's approach and requirements, thereby reducing bidders to those that understood and were fully committed to the process.

- (e) Using an enhanced pre-qualification process reduced the number of participants quickly which retained bidder interest and reduced considerable costs for the Authority and allowed quicker delivery.
- (f) Using minimum thresholds for turnover and assets and previous experience quickly reduced bidders to the strongest and most experienced.
- (g) Removing the Outline Solutions stage reduced considerable costs for the Authority and bidders and allowed quicker delivery.
- (h) Establishing challenging contract targets removed the possibility of sub-optimal solutions being developed by bidders.
- (i) Requiring early involvement of banks removed the possibility of over ambitious bidders developing solutions which are not fundable or commercial positions changing in the later stages of procurement.
- (j) Using a Defra representative as part of the Project Team and Project Board – introduced an extra degree of challenge and guidance.

## 9. Resource Implications

### 9.1 Finance:

The Waste PFI contract is for a 25 year period expected to start in 2014/15. The contract is expected to reduce the cost of the service from 2015 by more than £8 million each year.

Cabinet on 02 March 2009 was notified of an urgent decision made by the Leader on 02 February 2009 to proceed with the PFI procurement on the basis of the cost for a theoretical reference project of £525.1m without PFI credits. A ceiling cost of £668.1m without PFI credits was established by adding to this the combined impact for a range of sensitivities, e.g. a 10% increase in capital costs, a 10% reduction in third party income or a year's delay to the planning process.

The total costs to the authority of entering in to the contract are significantly better than those established in the business case and are significantly below £500 million. This includes the cost of being provided with a service for 25 years as well as the cost of building a facility and maintaining it spread over the 25 year contract period.

The actual cost of building such a facility is around £150 million. For the proposed facility the money to build it would be provided by Cory Wheelabrator and its funders.

Due to the nature of this information and with regards to the Local Government Act 1972 (as amended 01 March 2006), Schedule 12A, Part 1, clause 3 ('Information relating to the financial or business affairs of any particular person (including the authority holding that information)') this information is exempt and is covered in the exempt report on the agenda which identifies what commercial information was considered in the evaluation and the detailed outcome of the evaluation process. The public interest in disclosing these issues is outweighed by the public interest in non-disclosure. Disclosing sensitive business and financial information may also impact on the Authority attaining best value in future discussions as well as any fine tuning period prior to awarding a preferred bidder status.

- 9.2 It is recommended to confirm affordability with suitable allowance for fluctuations in the cost such that when the contract is entered the overall cost to the County Council is no greater than the equivalent of a 1% increase in interest rates or a 10% worsening of relevant exchange rates from those assumed in the Final Tenders.

It is recommended to make provision in the County Council's Financial Plan for the funding of the PFI contract and the resources required to manage the contract.

It is recommended to authorise the provision of an indemnity to the Director of Finance or another appropriate officer who will sign the Local Government (Contracts) Act 1997 certificate as to the County Council's vires to enter into the contract.

- 9.3 The cost of any bid is supported by the benefit of £91m PFI credits allocated to the Waste PFI by Defra. This provisional allocation was confirmed as a part of the recent Spending Review, Norfolk was one of only 11 waste projects to retain its allocation. Defra's evaluation criteria in deciding which projects to support were value for money, likelihood of delivery of the facility and how soon the facility was planned to be operational.
- 9.4 The credits generate a cash grant equivalent to a £169m cash grant over the life of the contract. This would be provided quarterly from full service commencement, expected to be in 2014/15 and the precise amount would be subject to approval of a Final Business Case by Defra in early 2011 but is currently estimated to be £6.7m each year. The PFI credits are secured at the financial close of the contract, expected to be March 2011, and remain as a provisional allocation until that point.
- 9.5 The cost for such a waste treatment proposal is normally underpinned by guarantees for third party income. Financial information provided relates to the guaranteed figures, if income from third parties exceeds the guaranteed levels it is normal for the public sector to benefit in a share of that additional income, which can create the potential for major reductions in the cost of a proposal, on top of those identified in this report.
- 9.6 **Property:**  
It is recommended that the County Council's site at Willows Business park is leased to Cory Wheelabrator for the duration of the Contract.

## 10. Other Implications

- 10.1 **Legal Implications:**  
Some financial and bid issue information is considered to be exempt under Paragraph 3 of Part 1 of Schedule 12A to Local Government Act 1972 (as amended 01 March 2006), Schedule 12A, Part 1, clause 3 ('Information relating to the financial or business affairs of any particular person (including the authority holding that information)').

The public interest in disclosing these issues is outweighed by the public interest in non-disclosure. Disclosing sensitive business and financial information may impact on the Authority attaining best value in future negotiations.

This information has been presented as a separate report.

#### 10.2 **Communications:**

Due to the large scale of the procurement it is likely that the nature of the recommendation and any subsequent decision will attract a high degree of interest.

The two major public consultations relating to the application for planning permission and a permit to operate a facility, likely to start in spring 2011, will also generate high levels of interest in the proposals.

A dedicated website address for the project is [www.norfolk.gov.uk/futureofwaste](http://www.norfolk.gov.uk/futureofwaste), this is used to alert stakeholders to progress on the project and also to address frequently asked questions and provide further information.

The Waste PFI also has dedicated communications support to ensure that as required presentations and information are provided to the public and to the very broad range of stakeholders.

Since appointment as Preferred Bidder Cory Wheelabrator has commenced its own programme of communications activities, including the launch of its own website [www.willowsprc.co.uk](http://www.willowsprc.co.uk) and newsletter as discussed above in Section 5 of this report.

#### 10.3 **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.

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

11.1 There are no issues arising from this report.

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

12.1 If the preferred bidder withdraws this would lead to a reduction in the degree of competition which may impact on the ability to secure optimum value for money solutions; this is considered to be a very low level risk.

12.2 Any delays in the procurement, for example if the contract award and financial close process is protracted, have a knock on effect by delaying the service benefits being procured. Where these delays are significant this would leave the Authority with a reliance on other strategies to comply with its landfill allowances and probably leave the Authority exposed to further increased costs of landfill and landfill tax. This is considered to be a medium level risk.

12.3 The PFI credits could be withdrawn by Defra or it could refuse to approve the Final Business Case for the project, similarly significant delays to the procurement process could lead to the loss of the £91m PFI credits provisionally awarded to the Authority, equivalent to approximately £169m over the period of the contract. This is considered to be a very low level risk as the provisional award of credit was retained

during the recent Spending Review in October 2010, and the pre-Preferred Bidder Final Business Case was approved by Defra in December 2010 following a four week assessment, but the risk is not removed until financial close and final award of credits.

- 12.4 Beyond the procurement process the major risks around the project are delays in planning permission being granted and delays in obtaining a permit. Delays relating to planning are a risk shared with Cory Wheelabrator but none the less delay will result in the cost to the County Council increasing by formulae which are predetermined and will be set out in the contract.
- 12.5 If a contract is abandoned due to planning permission not being granted despite the contractor using reasonable endeavours, i.e. by pursuing an industry standard approach with due care and attention to the requirements to met, it is convention that the procuring authority will have to pay significant breakage costs in excess of several million pounds. Previously for similar contracts these were uncapped cost but now the contractor takes some of the responsibility for meeting the costs of abandonment if the liability here is capped.

The precise sum depends on when a project is abandoned and is only relevant if after a failure to achieve planning permission other alternative project plans have been considered and rejected or failed as well. However, where similar projects in Cornwall and Shropshire have failed to get planning permission this has not led to the project being abandoned – the decision has simply been appealed against.

- 12.6 Due to the advanced nature of the procurement it is not expected that bid costs will change significantly due to changes on commercial positions. However the final price is very sensitive to changes in foreign exchange and interest rates which could alter the price significantly, i.e. by more than several million pounds.

Consequently it is advised that as long as the overall cost of entering in to a contract stays within a predetermined cost ceiling established by the impact of either a 1% increase in interest rates or a 10% worsening in exchange rates, then the contract award process should be allowed to proceed on delegated powers. However if the cost of entering in to a contract exceeds this level due to changes in these areas then the decision to award the contract should be reconsidered by the Project Board and Cabinet.

- 12.7 PFI contracts seek to establish the optimum risk profile between the public and private sector to deliver value for money services. The project has used the most recent contract guidance from Defra and its Waste Infrastructure Delivery Programme unit to ensure that the risk profile across a range of commercial positions represents recent and emerging good practice.

### 13. **Waste Project Board Comments**

- 13.1 On 04 January 2011 the Waste Project Board met to consider a recommendation to Cabinet that the Waste PFI contract is awarded to Cory Wheelabrator and supported the recommendations as outlined in this report.

The recommendation of the Environment, Transport and Development Overview and Scrutiny Panel will be presented to Cabinet on 24 January 2004.

## 14. Conclusion

- 14.1 The officer recommendation, and recommendation of the Waste Project Board, is that based on the procurement process the Waste PFI contract should be awarded to Cory Wheelabrator subject to the provisions in the detailed recommendations.

## Recommendation

To recommend to Cabinet that it makes the following decisions:

- (i) To approve the award of the Waste PFI contract to Cory Wheelabrator on the basis set out in the Final Tender and subject to confirmation by Defra that the bid remains in line with its requirements for the PFI process and therefore secures PFI credits.
- (ii) That the Director of Environment, Transport and Development in consultation with the Leader and Cabinet Member for Sustainable Development be delegated to conduct final clarification, confirmation of commitments and due diligence with Cory Wheelabrator in accordance with the Public Contracts Regulations provided that no changes are significant modifications to the bid that would distort competition or have a discriminatory effect.
- (iii) That the Director of Environment, Transport and Development in consultation with the Leader and Cabinet Member for Sustainable Development be delegated to approve and enter the private finance initiative contract with Cory Wheelabrator and all associated documents together with any additional acts and instruments required to give effect to the project including, without limitation, direct agreements with funders.
- (iv) To authorise the provision of an indemnity to the Head of Finance or another appropriate officer who will sign the Local Government (Contracts) Act 1997 certificate as to the County Council's vires to enter into the contract.
- (v) That the site at Willows Business Park is leased to Cory Wheelabrator for the duration of the Contract.
- (vi) To confirm affordability with suitable allowance for fluctuations in the cost such that when the contract is entered the overall cost to the County Council is no greater than the equivalent of a 1% increase in interest rates or a 10% worsening of relevant exchange rates from those assumed in the Final Tenders.
- (vii) To make provision in the County Council's Financial Plan for the funding of the PFI contract and the resources required to manage the contract.
- (viii) That the Director of Environment, Transport and Development in consultation with the Leader and Cabinet Member for Sustainable Development be authorised to pursue the possibility of further enhancing the environmental benefits by pursuing



the possibility of making combined heat and power part of the Energy From Waste facility.

## Background Papers

Cabinet Scrutiny 23 November 2010, 'Waste PFI'

Cabinet 08 November 2010, 'Waste PFI Contract – Preferred Bidder Appointment'.

Cabinet 06 April 2010, 'Waste PFI Contract – Shortlist Approval'.

Cabinet 14 September 2009, 'Residual Waste Treatment PFI Contract – Shortlist Approval'.

Cabinet 06 April 2009, 'Phase Two of the Residual Waste Treatment Project – Bid Evaluation Methodology'.

Cabinet 02 March 2009, 'Notification of an Urgent Decision: Phase Two of the Residual Waste Treatment Project – Revised Affordability Assessment'.

Cabinet 01 December 2008, 'Phase Two of the Residual Waste Treatment Project – Reference Project and Affordability Assessment'.

## Officer Contact

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

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

Appendix A - Evaluation Model

**A1 Evaluation Criteria and Methodology**

- A1.1. The evaluation model is informed by:
- The results of a public consultation ‘Future of Waste in Norfolk, What’s Important to You?’, March 2008.
  - A series of four focus groups with a range of stakeholders in April / May 2008.
  - A member and officer workshop on 05 June 2008 in which members of the Planning, Transportation, Environment and Waste Review Panel and representatives of the Waste Project Board and other key individuals considered the results of the consultation process and the focus groups and used these insights to help develop suitable bid evaluation criteria.
- A1.2. The outcome of the workshop was recommended by the Waste Project Board and Overview and Scrutiny Panel and approved by Cabinet on 06 April 2009. The main changes compared to the evaluation model for Contract A, a previous procurement for waste treatment services, are the changes to the environmental weighting, which has increased, and the technical weighting which decreased.
- A1.3. The environmental criteria was also changed to include an assessment of the total environmental performance of solutions using the Waste and Resource Assessment Tool for the Environment (Wrate) to provide a comparison across a range of potential impacts including their contribution to global warming potential in terms of kilograms of Carbon Dioxide (CO<sub>2</sub>) equivalent, essentially providing a comparative ‘carbon footprint’. The total score for the environmental weighting is 12.5% of the overall score, i.e. it is 25% of the Quality 50%. For comparison the economic cost would be 40% of the total score.
- A1.4. The Contract will be ultimately awarded to the most economically advantageous tender. The Evaluation Criteria to be applied to determine the most economically advantageous tender, together with the weightings to be applied, are set out in Table A1.5 below. Bidders’ Detailed Solutions shall be evaluated at the formal submission stages of the procurement process against these Evaluation Criteria.
- A1.5. With the exception of Affordability and Cost Criteria (which is scored differently), the evaluation team will apply a score out of 10 to each Tier 3 Criterion (see below under each evaluation heading for an explanation of the scoring system).
- A1.6. All numbers between zero and ten are available to be used within the Tier 3 Criteria scoring, with two exceptions that use only the score of zero and between five to ten. The scoring system is set such that a robust and good quality response would gain a score of around 6. A proposal of exceptional quality, for example, may be awarded an appropriately higher score up to the maximum of 10 points. Where the response is lacking in appropriate detail, only partially complete or inadequately justified, the overall score will be adjusted downwards. Scores of 2 and below reflect more serious concerns on the part of the evaluation team.
- A1.7. A Final Tender must score more than one for each of the Tier 3 Criterion, otherwise it may be rejected notwithstanding the overall score and ranking.

**Table A1.5 Evaluation Criteria**

Tier 1	Tier 2	Tier 3
Quality (50%)	Technical (25%)	Cost Robustness (30%)
		Technology Deliverability (55%)
		Added Value and Innovation (15%)
	Environmental (25%)	Contract Waste Treatment and Recovery Performance (35%)
		Treatment Residues Diversion Performance (35%)
		Waste Analysis of Carbon Footprint (17.5%)
		Sustainable Design and Construction (12.5%)
	Partnership (15%)	Timescales (55%)
		Contract and Service Management (45%)
	Waste Collection Authorities (15%)	Interfacing with the Waste Collection Authorities (100%)
Affordability and Cost (40%)	Planning (15%)	Planning (100%)
		Property (100%)
Commercial (10%)	Economic Cost (100%)	Economic Cost (75%)
		Affordability of the Cost of the Service Provision in the first nine years of the contract period (25%)
Commercial (10%)	Financial Robustness (30%)	Financial Robustness (100%)
	Deliverability of Funding (30%)	Deliverability of Funding (100%)
	Legal and Contractual (20%)	Acceptability of Contract Documentation and risk profile therein. To include Bidders' mark up of Payment Mechanism (80%)
		Acceptability of Ancillary Documentation such as the forms of construction subcontract, O&M contract and off take arrangements (20%)
	Economic Standing (10%)	Acceptability of security suite such as collateral warranties and direct agreements to the Authority. Consideration of bank security requirements relating to SPV/consortium structure, and the robustness and roles of SPV/consortium (100%)
	Overall Integrity (10%)	Consistency across the Solution in terms of quality, affordability and cost and commercial proposals (100%)

## A2 Submission Requirements

- A2.1 Final Tenders will first be subject to an initial assessment to determine compliance with the requirements of this Call For Final Tender and Conditions of Tendering.
- A2.2 As set out in Table A2.3 (Submission Requirements) below, this is a pass/fail criteria and the Authority reserves the right not to consider Final Tenders and / or not to include them on a short list and / or reserves the right to discontinue dialogue with any Bidder(s) who fails to comply with these Submission Requirements at any stage regardless of the overall score and ranking.
- A2.3 Bidders should note that at Final Tender stage it is also a Submission Requirement that Bidders submit a bid that reflects the dialogue to date and does not step back or renege from the Solution as progressed in dialogue.

**Table A2.3 Submission Requirements**

Submission Requirements	Explanation	Criteria
Compliant and bona fide Tender	Detailed Solutions will be checked to ensure that there is no material breach of CFT requirements, no collusion or corruption and no anti-competitive behaviour.	Pass / Fail
Completeness of information	Detailed Solutions must include all information requested in the CFT.	Pass / Fail
Legality	Final Tenders must have no legal impediments; Final Tenders and proposed contractual arrangements must be lawful and intra vires the Authority and the Bidder.	Pass / Fail
Form of Tender / Bid Forms	Form of Tender/Bid Forms must be signed at director level to demonstrate board support for the Bid. In the case of a consortium or grouping these must be signed at director level by each member of the consortium or group.	Pass / Fail

## A3 Quality Criteria

### A3.1 Introduction

- (a) Final Tenders will be assessed against each of the Tier 3 Criteria within the Tier 1 (Quality) Evaluation Criteria as set out in Table A1.5 (Evaluation Criteria). The methodology for the evaluation against each of these criteria is described within this document.

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- (b) The weightings of each criterion (as set out in Table A1.5 (Evaluation Criteria)) shall be applied to provide an overall weighted score (out of 50%) for the Quality Tier 1 Evaluation Criteria.
- (c) A Final Tender must score 50% (fifty per cent) or more of the available marks (as weighted) for each Quality Tier 2 Criterion otherwise it may be rejected notwithstanding its overall score and ranking.

### A3.2 Technical

#### A3.2.1 Cost Robustness

- (a) The robustness of the cost inputs as applied to the financial model and commercial offering by the Bidders for their Final Tenders shall be evaluated by the technical evaluation team, with input from and discussion with financial and legal teams as necessary.
- (b) The purpose of this aspect of evaluation is to assess the demonstration by Bidders of the robustness the cost inputs and will be evaluated in accordance with the Scoring Matrix for Cost Robustness provided in table A3.2.1 below.
- (c) The evaluation team will consider the level of robustness afforded by the submitted Bid Form 21 and the relevant supporting information taking into account all of the submitted information relating to cost input robustness, as explained further in the explanation column within the Scoring Matrix for Cost Robustness.

**Table A3.2.1 Scoring matrix for Cost Robustness Tier 3 Criterion**

Score	Assessment	Explanation
10	Bid Form 21 references each of the cost/revenue input parameters included in the financial model, and provides evidence to demonstrate that the true cost/revenue inputs may be considered to be 0% higher/lower than those in Bid Form 21.	A score of ten may be given in the event the Bidder references each of the cost/revenue input parameters included in the Bidder's financial model and demonstrates full engagement with the supply chain by the provision of formal quotes, Heads of Terms or other similar documentation and supporting documentation, including, without limitation, as appropriate, Bills of Quantities, Activity Schedules, Power Purchase Agreements, etc.
9	Bid Form 21 references each of the cost/revenue input parameters included in the financial model, and provides evidence to demonstrate that the true cost/revenue inputs may be considered	A score of nine may be given in the event the Bidder references each of the cost/revenue input parameters included in the Bidder's financial model and demonstrates engagement with the supply chain with the provision of formal quotes, Heads of Terms or other similar documentation

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Score	Assessment	Explanation
	to be within 5% of those in Bid Form 21.	and some supporting documentation including without limitation, as appropriate, Bills of Quantities, Activity Schedules, Power Purchase Agreements, etc.
8	Bid Form 21 references each of the cost/revenue input parameters included in the financial model, and provides evidence to demonstrate that the true cost/revenue inputs may be considered to be 5-10% higher/lower than those in Bid Form 21.	A score of eight may be given in the event the Bidder references each of the input parameters included in the Bidder's financial model and demonstrates engagement with the supply chain with the provision of formal quotes, Heads of Terms or other similar documentation but without the breakdown of the quotes or any supporting documentation including without limitation, as appropriate, Bills of Quantities, Activity Schedules, Power Purchase Agreements, etc.
7	Bid Form 21 references each of the cost/revenue input parameters included in the financial model, and provides evidence to demonstrate that the true cost/revenue inputs may be considered to be 10-15% higher/lower than those in Bid Form 21.	A score of seven may be given in the event the Bidder references each of the input parameters included in the Bidder's financial model and demonstrates engagement with the supply chain with letters of support (or similar documentation) from the supply chain committing to the cost/revenues but without formal quotes, Heads of Terms or other similar documentation being included.
5-6	Bid Form 21 references each of the cost/revenue input parameters included in the financial model, and provides evidence to demonstrate that the true cost/revenue inputs may be considered to be 15-25% higher/lower than those in Bid Form 21.	A score of five to six may be given in the event the Bidder references each of the cost/revenue input parameters included in the Bidder's financial model and demonstrates engagement with the supply chain, but with only letters of support (or similar documentation) from the supply chain being provided without committed cost/revenues being cited.
3-4	Bid Form 21 references each of the cost/revenue input parameters included in the financial model, but only provides limited evidence that the	A score of three to four may be given in the event the Bidder references each of the cost/revenue input parameters included in the Bidder's financial model, but demonstrates only limited engagement with the supply

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Score	Assessment	Explanation
	offered cost/revenue inputs are robust such that the true cost/revenue inputs may be considered to be 25% higher/lower than those in Bid Form 21.	chain, with no letters of support (or similar documentation) from the supply chain being provided.
2	Bid Form 21 references each of the material cost/revenue input parameters included in the Bidder's financial model. The information submitted provides no evidence that the offered cost/revenue inputs are robust.	A score of two may given in the event the Bidder references each of the material cost/revenue input parameters included in the Bidder's financial model, but does not demonstrate any engagement with the supply chain by the lack of provision of justification for the input parameters that demonstrates such engagement.
1	Bid Form 21 does not reference each of the material cost/revenue input parameters included in the Bidder's financial model.	A score of one may be given in the event the Bidder does not reference each of the material cost/revenue input parameters included in the Bidder's financial model, irrespective of the level of robustness that the referenced input parameters may be deemed to have achieved.
0	Bid Form 21 has not been submitted with the submission.	A score of zero may be given in the event the Bidder does not submit Bid Form 21.

### A3.2.2 Technology Deliverability

- (a) The Technology Deliverability Tier 3 Criterion will be evaluated on the extent to which the Final Tenders demonstrate evidence of the deliverability of the technology(s) proposed for the Project, as set out in the table below.

**Table A3.2.2 Scoring matrix for Technology Deliverability Tier 3 Criterion**

Score	Term	Explanation
9-10	Outstanding	The information submitted demonstrates strong evidence that the technology solution would be able to deliver a best practice service in excess of the specified service.
7-8	Very Good	The information submitted demonstrates evidence that the technology solution would be able to deliver the specified service.



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Score	Term	Explanation
5-6	Satisfactory	The information submitted demonstrates that the technology solution would be able to deliver the specified service, although there is only limited evidence of technology track record and/or capability of such delivery.
3-4	Fair	The information submitted demonstrates only limited evidence that the proposed technology solution is able to deliver the specified service.
1-2	Poor	The information submitted does not demonstrate that the technology solution is capable of delivering the specified service.
0	Unacceptable	The information is either omitted or fundamentally unacceptable to the Authority.

### (b) Guidance Notes

In carrying out its evaluation, the evaluation team may consider the suitability of the Final Tenders for the Authority, the proven commercial track record of the proposed Solution both nationally and internationally, the complexity of interfaces between proposed technologies (if more than one) and between all stakeholders and the extent to which such interface risks are identified and mitigated, the proposed availability and reliability of the proposed Solutions, the impacts of maintenance requirements relating to the Solutions, the extent to which the Solutions satisfy current waste legislation and policy, the extent to which the Solutions complement environmental policy and guidance, the proposals for managing contaminants Rejected Loads and Treatment Residues, the flexibility of the Solutions taking into account without limitation waste composition any limitations relating to calorific value and tonnage, legislation change and economic conditions, key areas of deliverability risk including the extent to which they have been identified and mitigated, reliance on third party waste input and / or off take contracts for successful delivery of the Detailed Solutions, availability of markets and whether they are proven. Reference site visits undertaken by the Authority to Bidders' reference facilities will be used to inform the evaluation process and aid understanding of Solutions.

### A3.2.3 Added Value and Innovation

- (a) The Added Value and Innovation Tier 3 criterion will be evaluated based on the content of and evidence provided in the submission to demonstrate the extent to which the Bidder will contribute added value and innovation to the Project as set out in the table below.

**Table A3.2.3 - Scoring matrix for Added Value and Innovation Tier 3 Criterion**

Score	Term	Explanation
9-10	Outstanding	The information submitted demonstrates strong evidence that the solution will have attributes that add value and/or are innovative with a track



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Score	Term	Explanation
		record of delivering similar attributes previously.
7-8	Very Good	The information submitted demonstrates that the solution will have attributes that add value and/or are innovative, although there is limited evidence of past track record of delivery of such attributes
5-6	Satisfactory	The information submitted demonstrates that the solution may have attributes that add value and/or are innovative, although there is limited evidence of track record and/or capability of delivery of such attributes.
3-4	Fair	The information submitted demonstrates only limited evidence that the solution may have attributes that add value and/or are innovative.
1-2	Poor	The information submitted does not demonstrate that the solution may have attributes that add value and/or are innovative.
0	Unacceptable	The information is either omitted or fundamentally unacceptable to the Authority.

(b) Guidance Notes

In carrying out its evaluation, the evaluation team may consider energy use, CHP provision, additional revenue streams, local community benefits, traffic management, technology adaptations, benefits of the site visits undertaken by the Authority to Bidders reference facilities, and methods of monitoring and reporting against proposed elements.

### A3.3 Environmental

#### A3.3.1 Contract Waste Treatment and Recovery Performance

- (a) The Contract Waste Treatment and Recovery Performance Tier 3 Criterion will be evaluated against the Contract Waste Treatment and Recovery Target as guaranteed by Bidders rounded to one decimal place, and as set out in the table below.

**Table A3.3.1 Scoring Matrix for Contract Waste Treatment and Recovery Performance Tier 3 Criterion**

Guaranteed Contract Waste Treatment Target	Score
99.1 to 100%	10
98.1 to 99%	9
97.1 to 98%	8
95.1 to 97%	7
93.1 to 95%	6

92 to 93%	5
<92%	0

### A3.3.2 Treatment Residues Diversion Performance

The Treatment Residues Diversion Performance Tier 3 Criterion will be evaluated against the Treatment Residues Diversion Target as guaranteed by Bidders rounded to one decimal place and as set out in the table below.

**Table A3.3.2 Scoring matrix for Treatment Residues Diversion Performance Tier 3 Criterion**

Guaranteed Treatment Residues Diversion Target	Score
95.1 to 100%	10
90.1 to 95%	9
87.1 to 90%	8
85.1 to 87%	7
83.1 to 85%	6
82 to 83%	5
< 82%	0

### A3.3.3 Wrate Analysis of Carbon Footprint

- (a) Evaluation of the Greenhouse Gas Emissions Tier 3 Criterion will be based on the evidence provided in the submission to demonstrate that the Solutions can deliver with respect to reducing greenhouse gas emissions.
- (b) The method of evaluating this sub-criterion will be through the use of the Waste and Resource Assessment Tool for the Environment (Wrate). Wrate is the Environment Agency's approved tool for evaluating the environmental aspects of waste management activities and is therefore deemed to be the most appropriate tool for undertaking assessment of greenhouse gas emissions.
- (c) Evaluation will be based on the Solution's contribution to global warming potential over 100 years (GWP 100) for the year 2019/20 in terms of kilograms of carbon dioxide (CO<sub>2</sub>) equivalent per tonne of Contract Waste in 2019/20 as calculated by Wrate.
- (d) To allocate evaluation scores the Wrate output for GWP 100 (kg CO<sub>2</sub> eq.) calculated per tonne of Contract Waste from the Bidder's Wrate model will be scored relative to:
  - (i) The improvement over the worst case do nothing model.
  - (ii) A best case model scenario developed to reflect the project requirements using default processes.
- (e) This default best case model will provide for a benchmark that relates to a 'Very Good' score of 8, whilst the worst case 'do nothing' model will provide for a benchmark that relates to a score of 0. To the extent any solution demonstrates a GWP 100 per tonne of Contract Waste which is of a better

performance (i.e. greater carbon offset) than the ‘best case’ scenario, the solution will be awarded a score of 10.

- (f) If the Wrate default processes do not accurately reflect the Bidders solution, user-defined processes may be developed and validated in accordance with the Wrate process explained in paragraph 7.27 of Appendix 7. Bidders’ attention is drawn to the timescales set out within this Method Statement. In the event that any user-defined process utilised within the submission is not validated in accordance with the Method Statement, or in the event that any user-defined process utilised within the submission is different in any way from that which was validated, the process will be substituted by that which is considered to be the most appropriate default process.

#### A3.3.4 Sustainable Design and Construction

- (a) The evaluation of the Sustainable Design and Construction Tier 3 Criterion will be based on the evidence provided in the Final Tenders to demonstrate the Bidder’s intent and ability to utilise sustainable design and construction practices within the proposed solution as set out in the table below:

**Table A3.3.4 Scoring Matrix for Sustainable Design and Construction Tier 3 Criterion**

Score	Term	Explanation
9-10	Outstanding	The information submitted demonstrates strong evidence that the solution would be able to deliver a best practice solution in excess of the specified service with respect to sustainable design and construction practices.
7-8	Very Good	The information submitted demonstrates evidence that the solution would be able to deliver design and construction that would incorporate sustainable design and construction practices.
5-6	Satisfactory	The information submitted demonstrates that the solution would deliver design and construction that would incorporate sustainable design and construction practices, although there is limited evidence of track record and/or capability of such delivery.
3-4	Fair	The information submitted demonstrates only limited evidence that the solution would be able to deliver design and construction that would incorporate sustainable design and construction practices.
1-2	Poor	The information submitted does not demonstrate evidence that the solution would be able to deliver design and construction that would incorporate sustainable design and construction practices.

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Score	Term	Explanation
0	Unacceptable	The information is either omitted or fundamentally unacceptable to the Authority.

(b) Guidance Notes

In carrying out its evaluation, the evaluation team may consider the proposals for working in accordance with the appropriate BRE Environmental Assessment Method (Breeam) assessment with consideration of the standard achieved, the proposals for working in accordance with the guidance of The Commission for Architecture and the Built Environment (Cabe), the proposals for incorporating Sustainable Urban Drainage System (Suds), the extent to which the solution supports the ½ Waste to Landfill (½ W2L) initiative, and the proposals for working in accordance with the Defra Guide to Designing Waste Facilities.

### A3.4 Partnership

#### A3.4.1 Timescales

- (a) The Timescales Tier 3 Criterion will be evaluated based on the evidence provided to support the Bidder's ability and capacity to achieve their proposed timescales and the corroboration of those timescales with those required by the Authority, as set out in the table below:

##### A3.4.1 Scoring Matrix for Timescales Tier 3 Criterion

Score	Term	Explanation
9-10	Outstanding	The information submitted demonstrates strong evidence that the solution would be able to deliver a best practice service in excess of the specified service with respect to Bidder's programme, taking into account the extent to which the programme achieves the Authority's intended timescales as set out within the Reference Project.
7-8	Very Good	The information submitted demonstrates evidence that the Bidders programme for the solution would be deliverable, taking into account the extent to which the programme corroborates with the Authority's intended timescales as set out within the Reference Project.
5-6	Satisfactory	The information submitted demonstrates that the Bidders programme for the solution would be deliverable, taking into account the extent to which the programme corroborates with the Authority's intended timescales as set out within the Reference Project, although there is only limited evidence of track record and/or capability of such delivery.

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Score	Term	Explanation
3-4	Fair	The information submitted demonstrates only limited evidence that the Bidders programme for the solution would be deliverable, taking into account the extent to which the programme corroborates with the Authority's intended timescales as set out within the Reference Project.
1-2	Poor	The information submitted does not demonstrate that the Bidders programme for the solution would be deliverable and/or corroborate with the Authority's intended timescales as set out within the Reference Project.
0	Unacceptable	The information is either omitted or fundamentally unacceptable to the Authority.

(b) Guidance Notes

In carrying out its evaluation, the evaluation team may consider the robustness of the submitted Construction Programme, the robustness of the timescales for licensing and permitting; the robustness of the timescales for planning, the robustness of the Construction Programme, the corroboration of the submitted programmes with respect to the Authority requirements, and the Landfill Allowance Trading Scheme (Lats) performance resulting from the Commencement Date.

### A3.4.2 Contract and Service Management

- (a) The Contract and Service Management Tier 3 Criterion will be evaluated on the extent to which the Final Tenders demonstrates that the Bidder has the ability to be compliant with the Specification with regard to contract and service management, as set out in the table below.

**Table A3.4.2 Scoring Matrix for Contract and Service Management Tier 3 Criterion**

Score	Term	Explanation
9-10	Outstanding	The information submitted demonstrates strong evidence that the solution would be able to deliver a best practice service in excess of the specified service with respect to contract and service management.
7-8	Very Good	The information submitted demonstrates evidence that the solution would be able to deliver the specified service with respect to contract and service management.
5-6	Satisfactory	The information submitted demonstrates that the solution would be able to deliver with respect to contract and service management, although there

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Score	Term	Explanation
		is only limited evidence of track record and or capability of such delivery.
3-4	Fair	The information submitted demonstrates only limited evidence that the solution would be able to deliver the specified service with respect to contract and service management.
1-2	Poor	The information submitted does not demonstrate that the solution would be able to deliver the specified service with respect to contract and service management.
0	Unacceptable	The information is either omitted or fundamentally unacceptable to the Authority.

(b) **Guidance Notes**

In carrying out its evaluation, the evaluation team may consider proposals for Quality and Environmental Management, proposals for Health and Safety Management, proposals for local community economic benefits, proposed monitoring recording and reporting systems, proposed supply chain management arrangements, proposals for access arrangements, deliverability risk assessment and appropriate contingency arrangements, proposed management and staffing structure, proposals for education and visitor facilities, stakeholder engagement including managing enquiries, and detail on how the site visits undertaken by the Authority to Bidder reference facilities benefited the submission with regard to contract and service management.

### **A3.5 Waste Collection Authorities**

#### **A3.5.1 Interfacing with the Waste Collection Authorities**

- (a) Evaluation of the Interfacing with Waste Collection Authorities (WCAs) Tier 3 criterion will be based on the extent to which the Final Tenders demonstrate evidence of technical ability and experience with regard to managing WCA interfaces relevant to this Contract as set out in the table below.

**Table A3.5.1 Scoring Matrix for Interfacing with WCAs Tier 3 Criterion**

Score	Term	Explanation
9-10	Outstanding	The information submitted demonstrates strong evidence that the service would be able to deliver a best practice solution in excess of the specified service with respect to interface management.
7-8	Very Good	The information submitted demonstrates evidence that the service would be delivered with effectively managed interfaces.

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Score	Term	Explanation
5-6	Satisfactory	The information submitted demonstrates that the service would be delivered with effectively managed interfaces with limited evidence of track record and/or capability of such delivery.
3-4	Fair	The information submitted demonstrates only limited evidence that the service would be delivered with effectively managed interfaces.
1-2	Poor	The information submitted does not demonstrate that the service would be delivered with effectively managed interfaces.
0	Unacceptable	The information is either omitted or fundamentally unacceptable to the Authority.

(b) **Guidance Notes**

In carrying out its evaluation, the evaluation team may consider managing interfaces with the Authority, the Authority's partner WCAs, landfill operators, third party off-takers etc, the compatibility of the Final Tenders with existing contracts, impacts on the collection system, e.g. with regard to opening hours for delivery and access, vehicle turnaround time within the Delivery Point(s), the proposals for monitoring mitigating and reporting between relevant parties and to the Authority, the proposals for ensuring a convenient and pleasant experience for the WCAs, and the proposals for Best Value and Continuous Improvement.

### A3.6 Planning

- (a) The Planning Tier 3 Criterion will be evaluated on the extent to which the submission demonstrates evidence that the Bidder is able to successfully obtain the necessary planning permissions, environmental permits and other consents required to deliver the Final Tenders for the Project as set out in the table below.

**Table A3.6 Scoring Matrix for Planning Tier 3 Criterion**

Score	Term	Explanation
9-10	Outstanding	The information submitted demonstrates strong evidence that the Bidders would be able to deliver a best practice service in excess of the specified service with respect to obtaining all consents for the solution.
7-8	Very Good	The information submitted demonstrates evidence that the Bidder would be able to obtain all consents for the solution.
5-6	Satisfactory	The information submitted demonstrates that the Bidder would be able to obtain all consents for the solution, although there is limited evidence of track record and/or capability of



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Score	Term	Explanation
		such delivery.
3-4	Fair	The information submitted demonstrates only limited evidence that the Bidder would be able to obtain all consents for the solution.
1-2	Poor	The information submitted does not demonstrate that the Bidder would be able to obtain all consents for the solution.
0	Unacceptable	The information is either omitted or fundamentally unacceptable to the Authority.

(b) **Guidance Notes**

In carrying out its evaluation, the evaluation team may consider the track record and ability in obtaining relevant planning permissions permits and consents to include the ability to operate plants under any conditions which may be imposed, the extent to which proposals complement current environmental planning policy and guidance, the proposed resourcing of permissions permit and consent work including evidence that the Bidder understands all of aspects of obtaining the relevant permissions permits and consents, the detail on the proposals being put forward including site size and type, architectural design and suitability, current land use, etc with a demonstration of why these proposals have been chosen, the proposals for stakeholder engagement with regard to the planning process, the approach to planning policy, the proposals for community engagement, the identification of further survey or monitoring work that will be carried out in order to obtain permissions permits and consents, and any environmental impacts including traffic which arise from the proposals being put forward along with mitigation measures where appropriate.

### A3.7 Property

- (a) The Property Tier 3 Criterion will be evaluated on the extent to which the Bidder demonstrates that the proposed site (whether it is the Authority owned site in King's Lynn, or an alternative site) is technically suitable and deliverable for the Final Tenders, as set out in the table below.

**Table A3.7 Scoring Matrix for Property Tier 3 Criterion**

Score	Term	Explanation
9-10	Outstanding	The information submitted demonstrates strong evidence that the solution is suitable and deliverable on the proposed site with no material site constraints.
7-8	Very Good	The information submitted demonstrates evidence that the site is suitable and deliverable for the proposed solution, with material site constraints.



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Score	Term	Explanation
5-6	Satisfactory	The information submitted demonstrates only limited evidence that the site is suitable and deliverable for the proposed solution, but with evidence of track record and/or capability of such delivery on similar sites.
3-4	Fair	The information submitted demonstrates only limited evidence that the site is suitable and deliverable for the proposed solution.
1-2	Poor	The information submitted does not demonstrate that the site is suitable and deliverable for the proposed solution.
0	Unacceptable	The information is either omitted or fundamentally unacceptable to the Authority.

### (b) Guidance Notes

In carrying out its evaluation, the evaluation team may consider the appropriateness of the size shape and topography of the site, the location of the site, and the suitability of the site in relation to ground conditions.

## A4 Affordability and Cost Criteria

- (a) Bids will be evaluated on the basis of the most economically advantageous tender having regard to the criteria set out in the CFT. This methodology sets out how each Bid will be scored against the criteria set in the Affordability and Economic Cost aspects of the Bid.
- (b) The scoring mechanism used to evaluate the Economic Cost and Affordability criteria reflects the fact that this is a quantitative assessment of the Economic Cost and the Affordability of the project to the Authority.
- (c) The Economic Cost and Affordability criteria accounts for 40% of the total evaluation score. The scoring system will award scores by comparing the Economic Cost and Affordability of the bids to the mean of the Economic Cost and Affordability of the bids received at the CFT and the ISDS stage. Further details of how the mean for Affordability and Economic Cost criteria and the scoring are derived are set out below.
- (d) These criteria are scored out of 10. The agreed scores will then be weighted accordingly with 75% weighting given to Economic Cost, and 25% weighting given to Affordability, to give a score out of 40 for Affordability and Economic Cost.
- (e) Bidders should note that they should provide fully worked up responses to all questions for all solutions.

### A4.1 Economic Cost

The Economic Cost to the Authority of the Bidders' submissions evaluates the risk adjusted Net Present Cost (NPC) to the Authority of each of the bids provided. When considering the Economic Cost of the bids, there are a number of elements which will be taken into account which are outlined below.

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- (a) The NPC of the Unitary Charge; the Unitary Charge paid by the Authority over the life of the contract will be discounted by the Treasury real discount rate of 3.5% (i.e. a nominal discount rate of 6.0875%) to give the NPC to the Authority of each bid.
- (b) Adjustments for identifiable and quantifiable differential risk positions within bids, for example where a Bidder has not accepted a risk within its bid that the Authority has sought to transfer through the contractual documentation and this risk is quantifiable and judged to be of suitable materiality that the cost should be adjusted to reflect the risk, then an adjustment will be made to the Unitary Charge put forward by the Bidder to reflect the risk adjusted cost to the Authority. An example of this would be where a Bidder may seek to pass back some risk of electricity prices falling below the level shown within the financial model to a lower guaranteed price. This represents a risk to the Authority as a change would directly impact the Gate Fee and can be quantified.
- (c) Additional implied costs of a bid; as a result of choosing a particular solution, the Authority may incur additional costs outside the original contract scope, such as transport cost dependent on the site being proposed, or transfer station costs. These costs would be added to the NPC of the Unitary Charge for the relevant Bidder.
- (d) Exposure to additional Landfill Gate Fee and Landfill Tax costs. The exposure to Landfill Tax costs in each solution will be undertaken using the following landfill tax scenario. Based on the Chancellor's announcement for the 2009 Budget, the landfill rates to be used within the financial model are tabled in the Landfill tax section of the CFT document (Appendix 8 – Financial and Commercial Requirements, Table A8.5.6 in section A8.5.6). The main assumption post 2010/11 is that the annual increase in the active Landfill Tax rate will be £8, until 2014/15 onwards, where the Landfill Tax rates will be fixed at £80, subject to RPIx of 2.5% pa.
- (e) Additional exposure to Landfill Allowance costs resulting from the proposed solution is evaluated by estimating the NPC of the difference between the bid cost assumption and a Landfill Allowance fine of £150 per tonne where the bid fails to remain within the Authority allocation of landfill allowances of Biodegradable Municipal Waste for the initial years of the contract. This is set out in the Descriptive Document.
- (f) The timeframe over which the cost of the bids should be measured (see Sections 4.1.2 and 4.2 below).

The scoring methodology to be adopted in the evaluation of Economic Cost at the Final Tender stage is to derive a mean as follows. The mean is calculated from the mean of:

- the NPC of each CFT bid and
- the mean of the NPC of all ISDS bids.

This mean is therefore calculated as the average of three values - each of the two CFT bids and the average of the ISDS bids.

Each bid is then scored in relation to its position to this mean. The score for a particular bid is calculated based on the percentage deviation of its net present cost from the mean; the framework to be used is shown below.

#### A4.1.1 Economic Cost - Evaluation and Scoring

The economic cost score for a particular bid is calculated based on the percentage deviation of its net present cost from the mean. A deviation 25% or greater above the Mean will score 0, a deviation 25% or less below the Mean will score 10, with a three part linear scoring in-between. The formulae for calculating the score based on the percentage deviation from the mean is as follows:

**Table A4.1.1 Percentage Deviation of the NPC from Mean**

Percentage Deviation of the NPC from Mean (%)	Formula to be used
$+5 < X \leq +25$	$Y = 2.5 - 0.1X$
$-5 \leq X \leq +5$	$Y = 5 - 0.6X$
$-25 \leq X < -5$	$Y = 7.5 - 0.1X$

Where:

X = Deviation from the mean in percentage terms.

Y = Score calculated for the Bid.

#### A4.1.2 Economic Cost – Timeframe for Evaluation

- In order to ensure comparability of Bids we will be evaluating all submissions over a 29 year appraisal period from the proposed date of Financial Close i.e. from 01 April 2011 to 31 March 2040, This period is derived from the timescales in the Reference Project in the Authority's OBC which set out an indicative project lifecycle period of 29 years comprising of one year for planning, three years for construction and 25 years operation.
- It is for Bidders to propose their best estimate of planning and the construction period for the facility, based on their experience. The robustness of these proposals will be tested through the technical evaluation.

#### A4.1.3 Affordability of the Cost of the Service Provision

- The affordability analysis will review the comparative affordability of each Solution over the first nine years of the appraisal period.
- The scoring methodology to be adopted in the evaluation of affordability at the Final Tender stage is to derive a mean as follows:

The mean is calculated from the mean of:

- the nominal cost (over the first nine years) of each CFT bid and
- the mean of the nominal cost (over the first nine year) of all ISDS bids.

This is calculated as the average of three values - each of the two CFT bids and the average of the ISDS bids. Each bid will then be scored in relation to its position to this mean.

- The affordability score for a particular Solution is calculated based on the percentage deviation of its nominal cost from the mean. A deviation 25% or greater above the Mean will score 0, a deviation 25% or less below the Mean will score 10, with a three-part linear scoring mechanism in-between (as set out above in A4.1.1).

- (d) If required, Adjustments will be made to this nominal cost in the same way as the Economic Cost as detailed above.

#### **A4.1.4 Commercial Criteria**

- (a) Solutions will be evaluated on the basis of the most economically advantageous Solution having regard to the criteria set out in the CFT. This methodology sets out how each Solution will be scored against the criteria set in the Commercial aspects of the Solution.
- (i) Where a new member of the Bidder consortium has been introduced since the submission of the PQQ, then all the information requested by that document must be submitted.
  - (ii) Where any changes in the structure and composition of the Bidder are anticipated since the submission of the PQQ, then all the information and full details of the mechanism proposed to control any such changes must be submitted.
  - (iii) Where any changes (implemented or potentially planned) to the financial standing or commercial structure of the Bidder are anticipated since the submission of the PQQ including any major acquisitions or disposals, then all the information and full details must be submitted.
  - (iv) Bidders must advise the Authority promptly of any changes to the information provided at PQQ during the ISDS stage.
- (b) Each criterion is weighted in order to derive its relative importance as set out in the table below.

**Table A4.1.4 Weightings of Commercial Evaluation**

Criteria	Weighting %
Financial Robustness of the Bid	30
Deliverability of funding	30
Economic Standing	10
Legal and Contractual	20
Overall Integrity	10

#### **A4.2 Financial Robustness of the Bid**

- (a) The evaluation of the Financial Robustness of the Bid will consider the issues set out below.
- (i) The credibility of the financial assumptions used, completeness, quality, and integrity of financial information provided, an acceptable level of cash throughout the Contract Period, an acceptable level of distributable reserves throughout the Contract Period, reasonableness of rates and margins (including any deviation from margins provided), reasonableness of interest cover ratios, reasonableness of debt service ratios, the acceptability of the level of third-party income assumed, reasonableness of project / equity IRR, and the completeness of the bid forms.

- (b) The evaluation and scoring for the financial robustness of the bids is based on the framework shown below.

**Table A4.2 Financial Robustness of the Bid – Evaluation and scoring**

Basis for Scoring	Score
Bidder provides strong evidence and information to support assessment of the Financial Robustness of the Bid. No significant issues identified in relation to the Financial Robustness of the Bid.	9-10
Bidder provides acceptable evidence and information to support assessment of the Financial Robustness of the Bid. Issues identified in relation to the Financial Robustness of the Bid but are not considered to have a material impact on the deliverability of the project.	7-8
Bidder provides information that has some minor omissions or provides limited information or evidence to support assessment of the Financial Robustness of the Bid. Issues identified in relation to the Financial Robustness of the Bid which have the potential to materially impact the deliverability of the project but are considered capable of resolution.	5-6
Bidder provides information that has omissions or provides limited information or evidence to support assessment of the Financial Robustness of the Bid. Issues identified in relation to the Financial Robustness of the Bid which have the potential to materially impact the deliverability of the project.	3-4
Bidder provides information that has omissions or proves to be fundamentally unacceptable to support assessment of the Financial Robustness of the Bid. Issues identified in relation to the Financial Robustness of the Bid which materially adversely impact the deliverability of the project.	1-2
Unacceptable response	0

### **A4.3 Deliverability of Funding**

A4.3.1 The evaluation of the Deliverability of Funding (including Funder due diligence requirements and the time table) will consider the issues set out below.

A4.3.2 The suitability of the debt/equity split for proposed funding solution, the acceptability of the terms and conditions of financing and degree of conditionality attached, an indication as to the margins the Bidder expects for the project, the degree of commitment to these margins than the standardised margins set, the acceptability of the terms and conditions relating to any guarantees and other security required to realise financing (including liability caps), the suitability of the previous funding history of the technology solution proposed by the Bidder. For

inter-company funding, the existence of the funding guarantees from the lending entity.

A4.3.3 Other issues that will be considered include the quality of letters of support from funders and financial advisors as requested in the CFT, the extent to which Bidders have demonstrated the support of the funder(s), including the requirements of the funder within the project agreement and direct agreement, the comprehensive indicative timetable to Financial Close, including the disclosure of finalising funding and site solutions, and whether Bidders have conformed to the following in their CFT response to Due Diligence:

- (a) Bidders and/or their respective funders have carried out Legal, Technical and Financial (if applicable) prior to the CFT response.
- (b) Preliminary Credit Committee approval has been received (if applicable).
- (c) Clear indication on the extent to which due diligence has been conducted as part of the CFT response.
- (d) Provided the detail of the cost of due diligence undertaken and the indicative cost of due diligence that remains to be undertaken at later stages.

A4.3.4 The evaluation and scoring for the deliverability of funding of the bids is based on the framework shown below.

**Table A4.3.4 Deliverability of Funding – Evaluation and Scoring**

<b>Basis for Scoring</b>	<b>Score</b>
No significant issues identified in relation to the deliverability of funding of the Bidder.	9-10
Issues identified in relation to the deliverability of funding of the Bidder but are not considered to have a material impact on the deliverability of the project.	7-8
Issues identified in relation to the deliverability of funding of the Bidder which have the potential to materially impact the deliverability of the project but are considered capable of resolution.	5-6
Issues identified in relation to the deliverability of funding of the Bidder which have the potential to materially impact the deliverability of the project.	3-4
Issues identified in relation to the deliverability of funding of the Bidder, which materially adversely impact the deliverability of the project.	1-2
Unacceptable response.	0

### **A4.4 Legal and Contractual**

- (a) The evaluation of the Legal and Contractual elements of the Bid will consider the issues set out below.
  - (i) The extent to which any amendments derogate from SOPC4 or 4Ps Guidance, the sufficiency of response to the contract agreement, the



acceptability of Payment Mechanism, and the responses to the risks arising from the future legislative changes.

#### A4.4.1 Acceptability of Contract Documentation including Payment Mechanism

- (a) The evaluation and scoring for the legal and contractual elements of the bids is based on the framework shown below.

**Table A4.4.1 Acceptability of Contract Documentation including Payment Mechanism – Evaluation and Scoring**

Basis for Scoring	Score
<p>Bidder either fully accepts the Project Agreement and Payment Mechanism (to the extent they are applicable to their proposed Solution) or, where amendments are proposed, those amendments are considered to be wholly acceptable to the Authority (e.g. on risk and VFM grounds).</p> <p>Level of risk accepted by the Bidder in relation to commercial positions not embodied within the Payment Mechanism or Project Agreement generally (for example in relation to the Base Case) is considered acceptable to the Authority (e.g. on VFM grounds). No material Widp or SOPC4 derogations (in so far as PFI credits are to be secured).</p>	9-10
<p>Bidder clearly accepts the Project Agreement and Payment Mechanism to the extent they are applicable to their proposed Solution) but proposes a number of amendments, the majority of which are considered acceptable to the Authority (e.g. on VFM or risk grounds) and the remainder are considered surmountable and therefore has the potential to expose the Authority to some but not significant risk.</p> <p>Level of risk accepted by the Bidder in relation to commercial positions not embodied within the Payment Mechanism or Project Agreement generally (for example in relation to the Base Case) is considered acceptable to the Authority (e.g. on VFM grounds) and exposes the Authority to limited risk.</p> <p>No material Widp or SOPC4 derogations (in so far as PFI credits are to be secured).</p>	7-8
<p>Bidder clearly accepts the Payment Mechanism and Project Agreement (to the extent they are applicable to their proposed Solution) but proposes a number of amendments, some of which are considered acceptable to the Authority (e.g. on VFM grounds) and the majority are considered surmountable and therefore has the potential to expose the Authority to a greater risk.</p> <p>Level of risk accepted by the Bidder in relation to commercial positions not embodied within the Payment Mechanism or Project Agreement generally (for example in relation to the</p>	5-6

## Appendix A – Bid Evaluation Model

Base Case) is considered acceptable to the Authority (e.g. on VFM grounds) and has the potential to exposes the Authority to some but not significant risk.  Some Widp or SOPC4 derogations (in so far as PFI credits are to be secured).	
Bidder accepts the Payment Mechanism and Project Agreement (to the extent they are applicable to their proposed Solution) but proposes a number of amendments, the majority of which are either unacceptable to the Authority (e.g. against the core principles) or do not demonstrate VFM and has the potential to expose the Authority to more significant risk.  Level of risk accepted by the Bidder in relation to commercial positions not embodied within the Payment Mechanism has the potential to expose the Authority to significant risk.  Many Widp or SOPC4 derogations (in so far as PFI credits are to be secured)	3-4
Bidder does not accept or does not clearly accept the payment Mechanism P or Project Agreement and / or proposes a number of significant amendments which are unacceptable to the Authority (e.g. on VFM or Risk grounds).  Level of risk accepted by the Bidder in relation to commercial positions not embodied within the Payment Mechanism is considered unacceptable to the Authority (e.g. on VFM grounds).  Material Widp or SOPC4 derogations (in so far as PFI credits are to be secured).	1-2
Unacceptable response.	0

### A4.4.2 Acceptability of Ancillary Documentation

(a) Acceptability of Ancillary Documents, such as:

- (i) Construction suite.
- (ii) Land agreements.
- (iii) Sub-Contracts, Third Party Waste Contracts and Off Take Contracts.
- (iv) Collateral Warranties.
- (v) Direct Agreements.

**Table A4.4.2 Acceptability of Ancillary Documents – Evaluation and Scoring**

Basis for Scoring	Score
Outstanding. Consistent and clear across all areas and gives full confidence. No concerns	9-10
Very good. Consistent and clear in most areas. Gives confidence	7-8
Satisfactory. Consistent in many areas, but some	5-6



## Appendix A – Bid Evaluation Model

inconsistencies	
Basic. Some omissions and/or inconsistencies. Raises concern	3-4
Generally unsatisfactory. Significant omissions and/or inconsistencies, serious or many concerns	1-2
Poor or Unacceptable. No or insufficient information provided, numerous significant inconsistencies and positions unclear, no confidence	0

### **A4.5 Economic Standing**

A4.5.1 The evaluation of the Economic Standing of the Final Tender is concerned with ensuring that the consortium and SPV structure is sufficiently certain and has sufficient strength (as opposed to the economic standing of the Bidders themselves which of course has already been dealt with at PQQ). This will take into account:

- (a) The SPV/consortium structure, its robustness and the proposed roles in the project, the SPV/consortium structure guarantees to be put in place to support this structure, and in instances of a 'corporate finance' solution being proposed, the value of direct performance-related Parent Company Guarantees provided direct to the Authority, the conditions attached to these Guarantee, and the credit quality of the entity providing the Guarantee<sup>1</sup>, the suitability of the proposed contract delivery vehicle, and the extent to which Bidders have demonstrated support of all members of the Bidder's proposed consortium, including any amendments required to the draft contract.

A4.5.2 The evaluation and scoring for the economic standing of the bids is based on the framework shown below.

**Table A4.5.2 Economic Standing – Evaluation and Scoring**

<b>Basis for Scoring</b>	<b>Score</b>
No significant issues identified in relation to the economic standing and financial strength of the contracting structure of the Bidder. Funders and Authority will have confidence in security suite.	9-10
Issues identified in relation to the economic standing and financial strength of the contracting structure of the Bidder but are not considered to have a material impact on the deliverability of the Project. Funders and Authority will have confidence in security suite.	7-8
Issues identified in relation to the economic standing and the financial strength of the contracting structure of the Bidder which have the potential to materially impact the deliverability of the Project but are considered capable of resolution. Funders and Authority will have fair confidence in security suite.	5-6

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<sup>1</sup> It should be noted that for financing solutions not involving corporate finance this would not be considered therefore would not count towards the overall score for the criteria. The marking system ensures that Bidders are not penalised/rewarded for adopting a corporate funding solution.

## Appendix A – Bid Evaluation Model

Issues identified in relation to the economic standing and the financial strength of the contracting structure of the Bidder which have the potential to materially impact the deliverability of the Project. Funders and Authority will have modest confidence in security suite.	3-4
Issues identified in relation to the economic standing and the financial strength of the contracting structure of the Bidder, which are highly likely to materially adversely impact the deliverability of the Project or the security of the Authority.	1-2
Wholly incomplete or unacceptable response.	0

### **A4.6 Overall Integrity**

A4.6.1 Bids will be evaluated on the extent to which the Bid in each area (quality, affordability and cost and commercial proposals) is consistent between each other. For example, positions accepted in the Project Agreement must be supported and not retracted or blurred in the Method Statements or in the Payment Mechanism. The evaluation and scoring is based on the framework shown below.

**Table A4.6.1: Overall Integrity – Evaluation and Scoring**

<b>Basis for Scoring</b>	<b>Score</b>
Outstanding. Consistent and clear across all areas and gives full confidence. No concerns	9-10
Very good. Consistent and clear in most areas. Gives confidence	7-8
Satisfactory. Consistent in many areas, but some inconsistencies	5-6
Basic. Some omissions and/or inconsistencies. Raises concern	3-4
Generally unsatisfactory. Significant omissions and/or inconsistencies, serious or many concerns	1-2
Poor or Unacceptable. No or insufficient information provided, numerous significant inconsistencies and positions unclear, no confidence	0

## Appendix B – Glossary of Terms

### Appendix B – Glossary of Terms

Term	Definition
2006 Regulations	the Public Contracts Regulations 2006
4Ps	the local government project delivery organisation and publisher of model documentation and guidance for PPP / PFI projects (public private partnerships programmes), a part of Local Partnerships since 2009
APC	Air Pollution Control
Authorised Vehicle	the vehicles delivering Contract Waste to the Delivery Points which the Authority has provided notification of to the Contractor for the delivery of Contract Waste
Authority	Norfolk County Council
BMS	Business Management System
BMW	Biodegradable Municipal Waste
BREEAM	Building Research Establishment's Environmental Assessment Method
CABE	Commission for Architecture and the Built Environment
CEEQUAL	Civil Engineering Environmental Quality Assessment and Award Scheme
CFT	Call for Final Tender
CHP	Combined Heat and Power
CIBSE	Chartered Institution of Building Services Engineers
Competitive Dialogue	the competitive dialogue procurement route pursuant to Regulation 18 of the Public Contracts Regulations 2006
Contract Notice	the Authority's contract notice that was published in the Official Journal of the European Union inviting expressions of interest in the Project on 25 October 2008
Contractor	the party which ultimately enters into the Contract with the Authority
CSR	Corporate and Social Responsibility
CV	Calorific Value
CWPRP	Contract Waste Processing and Recovery Performance
C&I	Commercial and Industrial
Defra	Department of Environment, Food and Rural Affairs
Defra Waste Derogations	Defra's Standardisation of Waste Management PFI Contracts: Guidance on SOPC4 Derogations
Designated Tipping Area	the location within a Delivery Point at which Loads are tipped, as directed by the Contractor
Detailed Solutions	Participants' detailed solutions to be submitted as part of the second stage of the Competitive Dialogue in response to the ISDS

## Appendix B – Glossary of Terms

<b>Term</b>	<b>Definition</b>
Dialogue Phase	the period from the issue of the Invitation to Participate in Dialogue to the call for Final Tenders
EA	the Environment Agency
EFW	Energy from Waste
EIA	Environmental Impact Assessment
EIR	the Environmental Information Regulations 2004
EMS	Environmental Management System
EP	Environmental Permit
EPA	the Environmental Protection Act 1990
EPC contract	Engineering, Procurement and Construction Contract
ERP	Energy Recovery Plant
Evaluation Model	the evaluation model and accompanying methodology set out at Appendix 1 to these Instructions
FBC	Final Business Case
Final Tenders	the final offer submitted by the shortlisted Participants in response to the Authority's ISFT
FOIA	the Freedom of Information Act 2000
FSC	Forest Stewardship Council
GWP	Global Warming Potential
H&S	Health and Safety
HMT	Her Majesty's Treasury
HWRC	Household Waste Recycling Centre
IBA	Incinerator Bottom Ash
IBMS	Integrated Business Management System
Information	the information and data contained in the ISDS Documents, the Supporting Information and all appendices, annexes, responses to clarification questions and further information, documentation, data and communication provided at any stage of this procurement prior to entering into the Contract (whether provided via or held on the Project Extranet or otherwise)
ILE	Institute of Lighting Engineers
IMS	Integrated Management System
Invitation to Participate in Dialogue	the letter of Invitation to Participate in Dialogue dated 14 September 2009 issued by the Authority to the four shortlisted Participants as part of the ISDS
ISDS	the Invitation to Participate in Dialogue, the Invitation to Submit Detailed Solutions and Revised Descriptive Document dated 14 September 2009
ISFT	the Invitation to Submit Final Tenders
ISO	International Organisation for Standardisation
IT	Information Technology
KPI	Key Performance Indicator

## Appendix B – Glossary of Terms

Term	Definition
Lats	the Landfill Allowance Trading Scheme
Load	the Contract Waste delivered by or on behalf of the Authority or its Partners to a Delivery Point and deposited in a Designated Tipping Area
LOtC	Learning Outside the Classroom
MSW	municipal solid waste
MW	Megawatt
NISP	National Industrial Symbiosis Programme
NPV	net present value
O&M	Operation and Maintenance
OBC	the Authority's Outline Business Case for this Project submitted to Defra on 30 April 2008 and resubmitted as a revised OBC in February 2009, both available through the Project Extranet
Ojeu	the Official Journal of the European Union
OSHAS	Occupational Health and Safety Standards
Participant	each of the organisations to whom this ISDS is issued including any members of any consortium
PFI	Private Finance Initiative
PPP	Public Private Partnership
PQQ	the Authority's pre-qualification questionnaire completed by Participants as an expression of interest in the Project pursuant to the 2006 Regulations
Project	the authority's residual waste treatment project, which is the subject of this ISDS
PRDP	Process Residues Diversion Performance
Project Extranet	the Authority's electronic data room and communication portal for the Project made available to Participants at the commencement of the ISDS stage
PUK	Partnerships UK, part of Local Partnerships since 2009
Reference Project	the Authority's Reference Project as set out in the OBC
RCV	Refuse Collection Vehicle
Rejected Load	a Load which cannot be Accepted
Rocs	Renewables Obligation Certificates
RPI / RPIx	Retail Price Index / RPI excluding mortgages
RSDF	Regional Sustainable Development Framework
RSPB	Royal Society for the Protection of Birds
Solution	Participants' proposed solution to meet the Authority's requirements submitted in response to the ISDS and ISFT (and if appropriate any ISRS) Documents (as appropriate)
SOPC4	HMT's Standardisation of PFI Contracts version 4 (27 March 2007)
SPV	Special Purpose Vehicle

## Appendix B – Glossary of Terms

<b>Term</b>	<b>Definition</b>
Supporting Information	the supporting information relevant to the Project being made available to Participants via the Project Extranet
Swac	Schools Waste Action Club
SWMP	Site Waste Management Plan
tpa	Tonnes per Annum
Unauthorised Vehicle	any vehicle which is not an Authorised Vehicle
VFM	Value for Money
WAMITAB	Waste Management Industry Training and Advisory Board
WCA	a Waste Collection Authority pursuant to section 30 of the EPA. For this Project, the WCAs are the District, City and Borough Authorities in Norfolk
WDA	a Waste Disposal Authority pursuant to section 30 of the EPA. For this Project, the WDA is the Authority
WEEE	Waste Electrical and Electronic Equipment
WID	Waste Incineration Directive
Widp	Waste Infrastructure Delivery Programme, Defra's Local Authority support programme which supports new waste disposal infrastructure
Wrap	Waste and Recycling Action Programme
Wrate	the Waste & Resources Assessment Tool for the Environment

## **Big Conversation - Service Planning and Budget Consultation 2011-14**

Report by the Director of Environment, Transport and Development

### **Summary**

This report sets out the financial and planning context for the Environment, Transport and Development Service for the next 3 years. It also illustrates the feedback received from the specific budget proposals outlined in the Big Conversation.

Members are asked to consider and comment on the following:

- The proposed core role and strategy for the County Council, as set out in section 5
- Specific revenue budget proposals and capital programme for Environment Transport and Development Service, as set out in section 6 and 7.

## **1. Background**

On October 26th the County Council launched the Big Conversation, a consultation about the future role of the County Council, and about specific budget proposals for 2011-2014.

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

This paper brings together for Panel Members the following:

- Financial and planning assumptions agreed by Cabinet in September to inform the Council's budget proposals
- An updated budget position for Environment Transport and Development services, based on the local government settlement published in early December
- A detailed list of costs and pressures facing Environment Transport and Development services

- A detailed list of proposals for savings

## 2. The financial and planning context

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

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

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

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

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

## 3. Update on Local Government Settlement



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

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

- 3.4 One element of the formula that has played a significant part in the amount of funding that Norfolk has received in recent years is the damping mechanism. This has been a feature of the formula since 2006/07 when a new grant formula was introduced. The arrangements were put in place to 'dampen' the financial impact of the new formula on 'losing' authorities. As the damping adjustment is self funding, gaining Councils have their grant abated to support the 'losing' Councils. This year, the formula has been amended to protect those local authorities that are most dependent on Formula Grant, however, the mechanism continues to feature prominently and Norfolk's grant will be abated by £21.6m in 2011/12 and £22.3m in 2012/13. The Formula grant figures above are after damping.
- 3.5 The Early Intervention Grant is a new core grant created from a number of Area Based and Specific Grants. The Learning Difficulty and Health Reform Grant is also a new core grant, but reflects a previously announced transfer of funding from Primary Care Trusts (PCTs) to upper tier councils.
- 3.6 In addition unringfenced grant is expected via the New Homes Bonus grant, however, the mechanism for this grant will not be confirmed until January

2011. A cash freeze in the amount of Dedicated Schools Grant per pupil has been provisionally announced by the Department for Education.

- 3.7 The settlement has seen the cessation or transfer into formula or core grants of all Area Based Grants and most specific grants. All non frontline schools related grants have ceased. With the exception of funding transferring into devolved Dedicated Schools Grant, all funding is now unringfenced.
- 3.8 The Government has confirmed its commitment to provide funding to those Councils who choose to not increase Council Tax in 2011/12. A Council Tax Freeze Grant of £8.532m will be payable to Norfolk from 2011/12 to support a freeze in Council Tax in that year.
- 3.9 We have been allocated £11.357m in 2011/12 to be transferred from the PCTs in Norfolk to support joint working on social care between the County Council and Health. Although outside of the Local Government Finance Settlement, the Department for Communities and Local Government has stated that the Department of Health is providing funding in both 2011/12 and 2012/13 through the NHS budget, to support integrated working between health and social care services. For Norfolk, £11.357m will be allocated in total via Norfolk PCT and Great Yarmouth and Waveney PCT. The Government expects that spending decisions around these monies will be made jointly between Councils and PCTs.
- 3.10 The Local Government Finance Settlement also included announcements on capital funding for the next two years. The Government confirmed its intentions within the Spending Review 2010, to include no new supported borrowing allocations in the spending review period. Instead all capital funding will be given in the form of capital grant – the majority of which is non-ringfenced. Capital grant allocations have been received for Highways Maintenance, Integrated Transport, Education and Social Care. Some Government Departments, including Defra and CLG, are still reviewing their capital allocations and will make announcements shortly. Further capital grant will be distributed by the Department for Transport on the basis of bids. The Government will also continue to assist capital spending through funding to support Private Finance Initiative (PFI) projects.
- 3.11 From 2011/12 schools will receive a new Pupil Premium grant, which will provide £430 per pupil eligible for free school meals. From 2012/13 the premium will be extended to those pupils who have previously received free school meals. The funding will be devolved directly to schools and will not be ring-fenced.
- 3.12 At Cabinet in September, a financial planning assumption of a 25% reduction in spend and grant over 3 years was approved. This planning assumption was based on a projected funding shortfall of £155m arising from reductions in government grant and additional cost pressures. Whilst further detailed work is required around elements of the Settlement, for example the impact of some Area Based Grants which have ceased, the initial assessment is that the Council's overall planning assumption is broadly on track over three years. Front end loading of the reductions by the Government has been a little more

severe than planned, but in general terms we are still looking to bridge a £155m shortfall over three years

#### **4. Implications of settlement for Environment Transport and Development Services**

##### Capital Funding

The Government has announced that there will be no new supported borrowing within the revenue allocations for 2011/12 and 2012/13. Instead, all capital funding will be received through capital grants.

The detailed capital programme is reported elsewhere on this agenda.

##### Concessionary Fares

The funding received by Norfolk via the formula grant for the mandatory concessionary fares scheme totals £8.056m, before the grant reduction. After applying the overall grant reduction of 10.28%, comparable funding is £7.228m. This funding is un-ringfenced.

The estimated cost of reimbursements to operators is £9.64m, with additional cost of administering the scheme estimated to be £0.200m.

Representations have been made to the Under Secretary of State for Transport, Norman Baker MP and to the Department for Local Government and Communities for an urgent, review of Norfolk's funding.

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

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

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

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

- Speaking up for Norfolk – providing strategic leadership and influence sufficient to ensure that Norfolk's voice is heard wherever people are taking decisions that are critical to its future economic prosperity, investment, health and well-being.

- Assessing people's needs and commissioning efficient, responsive and cost effective services to meet them.
- Supporting, developing and maintaining the infrastructure that helps our economy.
- Being a safety net for the most vulnerable people in our county and protecting the public. Signposting people to the services they need and providing good quality information to help people choose services relevant to them.
- Helping and enabling others to build and maintain strong, sustainable and caring communities, giving back community ownership of locally important priorities best tackled through local community action.

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

- Make efficiencies
- Redesign services
- Scale back the scope and volume of some services and have fewer priorities
- Become a smaller council, and look to communities to take on more responsibilities

The full consultation document is attached at Appendix 1.

## **6. Specific proposals for this service**

ETD's service planning and budget proposals have been informed by the Strategic Review of its services, as part of the Norfolk Forward transformation programme.

The Review was conducted through a series of workstreams, overseen by a cross-party Member Board. A number of workstreams were also supported by Member Advisory Groups, and regular reports have been considered by this Panel.

The findings of the Review, and recommendations from the Board, are reported elsewhere on the agenda for Panel to comment on. Some of the outputs from the Review were included as proposals within the Big Conversation consultation. Details of the most significant proposals are set out below.

Overall, the Review will leave the Department smaller, more streamlined and efficient. Implementation of the Organisational Review has reduced senior management posts by increasing management spans, and to reflect the reduced size of the transport capital programme in particular. The ongoing

search for efficiencies has identified a range of further cost savings, detailed below and in Appendix 2.

The renegotiation with May Gurney and Mott MacDonald has identified the potential to save around £1.5m a year (or around 5%) from the cost of our highways services, if Cabinet agrees to the recommendation of the Board to continue with the existing contracts until their full-term to April 2014 under the re-negotiated arrangements. We will also continue to pursue further efficiency savings through the successful initiatives programme, including a target cost pain/gain mechanism for schemes for which a greater share of the savings will come to the Council if the terms of the renegotiation are agreed. At the same time, we will prepare for procurement of new arrangements, including exploring the scope for collaboration with Suffolk County Council.

The Review has refocused the highways service on maintaining and getting best use out of the existing network, providing a more efficient and responsive service. Our highways and community rangers will respond to routine maintenance requests and we will empower and support parish and town councils to do more themselves, where they want to. We are also exploring these opportunities in respect of public rights of way, as part of a refocused countryside service.

Major transport improvements will be fewer, and targeted in support of the Council's strategic ambitions, related to economic growth and regeneration. We are proposing to focus our economic development and strategy activity on our strategic influencing role, working with the New Anglia LEP in particular.

With regard to public transport, the Review has supported the shift to more demand responsive services, and the need to reduce or remove the subsidy to Park and Ride.

We are continuing to pursue efficiency savings in waste services, through closer working with collection authorities and our own procurement and management of landfill. In the medium to long-term, we are proposing a state-of-the-art power and recycling plant in King's Lynn. We would like this to be operational in 2015, by which time it will save Norfolk taxpayers over £8m a year.

We are pursuing a range of efficiency and costs savings in Public Protection, through a combination of joint working with other bodies, management rationalisation and risk-based targeting of regulatory services.

## **6.1 Environment and Development**

- 6.1.1 There are 14 proposals specific to the Environment and Waste service. When considering the potential options for this service, consideration was given to what services could be conducted by the third tier and voluntary services and the community as encouraged by the Localism Bill. Also we considered which services we were not statutorily obliged to provide and those that would have minimal impact and risk to the public.

Within the consultation there are 2 areas of the service that we propose to cease;

- **Stopping of asbestos disposal payments for disposal made at Household Waste Disposal sites (E21).**  
Currently householders can pay a commercial operator for the disposal of asbestos from their property and the County Council will reimburse the cost up to a limit. We are proposing to cease this reimbursement. Asbestos disposal arrangements will continue for which payment will still need to be made for disposal, but the householder will meet the full cost. A potential risk in this area is that if service users no longer receive partial reimbursement, then fly-tipping of this material may increase.
- **Ceasing real nappy payments to new parents (E22), to attempt to encourage re-use of nappies instead of using the disposable option.**  
The financial encouragement to persuade families to purchase this alternative will disappear which could lead to a greater use of disposable nappies which will be sent to landfill.

6.1.1.1 There are also proposals that involve a reduction in service which will also involve reduction or cessation of funding;

- **Reduce closed landfill pollution treatment costs** through more efficient management of landfill pollution treatment and monitoring **(E1)**  
It is proposed that this process will be managed in more or less the same way that it is currently, just over a longer period of time so effectively the programme will be adjusted to reduce cost.  
Sites will require effective management to mitigate the possibility of leachate leaving the site which could result in legal action. We can manage this scenario so that there is less work - this means basically creating a filter system that takes the leachate back into the site - as long as this is managed so that it doesn't become completely saturated the site can function - this can actually be good in that it can increase gas production (which we can then sell) if we manage it right.
- **A refocused, more targeted, public rights of way service (PROW) (E11).**  
This proposal looks at redesigning countryside access around a core network of Access Routes with a substantial reduction in path cutting by Norfolk County Council and a reduction in enforcement activity. This would also see a cessation of funding for health walks. Promotion of the network will be reduced and refocused.  
It is the proposal of the Council to phase out its programme of proactive, regular cutting of Public Rights of Way and other access routes and to address problems as they occur. NCC will focus on the more strategic Access Routes such as long distance footpaths. We are engaging with landowners, Parish Councils and user groups in the hope that they will help to maintain these footways to ensure that they can continue to be accessible and passable by all members of the public.

This proposal has been developed from the work of workstream 9 from the Strategic Review (more detail is given elsewhere on the Panel's agenda).

If this significant network is not managed effectively with such a rural County, the network could easily become overgrown, impassable and difficult to manage. Norfolk County Council runs the risk of not meeting its statutory duties in regard to Public Rights of Way. This could result in increase legal challenge and costs.

- **Review Historic Building work and end some grant funding (E18)**

We propose to cease all trust funding over the next 2 years and develop a closer relationship with District Councils in this service area.

This proposal has been considered as part of the ETD Strategic Review (workstream 8), further details of which are included on the agenda of this Panel.

There is a risk that without alternative funding sources and a joined up approach with the Districts, the condition and maintenance of these buildings will deteriorate.

- **Reducing the opening hours at Household Waste Recycling Centres (E19).**

We propose to open one hour later in the mornings. This will reduce conflict and customer waiting times whilst some bins are being emptied.

This proposal was developed as part of the Strategic Review within ETD (workstream 5), further details of which are included on the agenda of this Panel.

6.1.1.2 We are also considering different ways of delivering some of our services which includes the following;

- **More efficient Environment Service (E4)**

We feel that we have access to sufficient technical expertise, including the use of solicitors to represent the authority in situations such as court appearances and enquiries. We are therefore proposing to reduce the use of Barristers in these situations which would reduce the costs and overheads to the council. This decision would be made on a risk basis, case by case.

- **Improved Waste Procurement (E5)**

There are opportunities to integrate waste collection and waste disposal services through improved working with District Councils which would reduce inefficiencies by streamlining the process. This would also lead to improved, coordinated procurement. If relationships can be fostered with the District Councils, service users should not see a deteriorating service but costs should be reduced.

- **We currently pay 3<sup>rd</sup> party organisations such as voluntary and community groups for recycling. We shall continue to do this, but not to increase this allowance annually by the rate of inflation. Also, we shall seek to advise businesses in a way that is less financially intensive (E7).** Business advice will change so that we will no longer visit

businesses. We will only use the phone and self serve options which will include sign posting to other organisations. It has been shown in the past that businesses do tend to go to the Local Authorities first for advice but we hope that by signposting them elsewhere this should be reduced.

- **Community ownership of nature reserves and ending some grant funding (E12)** is a proposal linked with the devolution of responsibility for maintenance of Norfolk's assets to the community.

The availability of sufficient funding sources to enable these reserves to be maintained to the appropriate standards will have to be considered, as the Council proposes to withdraw its financial support to these areas.

The ability to manage these reserves to maintain the appropriate flora and fauna for the area and to preserve the natural habitat for birds and wildlife could be compromise without sufficient funding and expertise. However we propose to utilise the tried and tested principles that we have used to successfully support groups elsewhere.

The rent or transfer value of the land would need to be carefully considered to gain interest from 3<sup>rd</sup> parties

- **Combining NCC publications which will see 'Your Rubbish, Your Choice' included within other Council publications (E14)**

Time will tell as to whether this will have an impact on the public's awareness of alternatives to disposal of waste by landfill.

- **More efficient management of Gypsy and Traveller permanent sites (E17)**

This proposal is around looking to pass the management of these sites to other bodies to manage, such as housing associations or District Councils.

This proposal has been developed from the work of workstream 9 from the Strategic Review (more detail is given elsewhere on the Panel's agenda).

Sensitive engagement with the Gypsy and Traveller community needs to be maintained to ensure that the proposals take into consideration their views. There has been specific consultation within the community.

6.1.2 The Public Protection Service is also affected by the proposals and there are 7 areas of the service that are being consulted upon. These include 5 areas where we are considering different ways of delivering the service;

- **Management savings in public protection services (E9)**

Through changing the way we work, we will look to make further savings on management costs and general expenditure.

This focuses on internal processes and structure within the service, looking at re-engineering of processes through reduction of duplication and waste.

- **Streamline Public Protection through better joint working (E10)**



This proposal is also based upon improvements in working between The County and District Councils – streamlining the process and reducing duplication and hence costs.

Service users should not see a reduction in service and this proposal is dependant upon mutual agreements between the relevant parties.

- **Re-shaped Planning Service (E13)**

We propose to review current and future arrangements, continuing to drive out inefficiencies and looking at the scope for sharing services.

We can compare our service with that of other authorities and learn from their experiences and also consider the possibilities of sharing resource.

- **Re-shape and reduce trading standards work on farming issues (E15)**

This proposal would see less preventive and proactive work, while maintaining capacity to deal with emergency incidents.

This proposal will not affect the general populous as a farming relating service.

- **Re-shape and reduce trading standards activities for consumers and businesses (E16)**

This proposal would see a shift away from preventive work, to focus on compliance, enforcement and prosecution (a reactive as opposed to a proactive service)

The majority of these proposals were developed through the Strategic Review in ETD (workstream 10) and further details are included elsewhere on the agenda for this Panel)

6.1.2.1 The remaining 2 proposals from within Public Protection focus upon maximising income from existing services;

- **Civil parking enforcement (E6)**

We propose to make savings in the running costs of this service, and to make it self-funding through maximising income.

- **Increase income from Trading Standards metrology calibration services (E8)**

By improved marketing, we propose to increase the use of this service and increase income to the County Council.

6.1.2.2 Within the Economic Development and Strategy service, the proposals relate to tailoring the service to suit the current climate and environment. This includes proposals around;

- **Reducing contributions to Economic Development projects (E20)**

## 6.2 Travel and Transport

6.2.1 There are 5 proposals relating specifically to the Travel and Transport Service. 3 of these involve a change in the way that public transport and associated facilities will be provided within Norfolk;

- **Re-shaped public transport network, with a shift towards demand responsive transport services ('dial-a-ride') (H11)**

This proposal would see a reduced core bus network remain, but with much greater reliance on demand responsive transport replacing buses elsewhere. Overall, we would be spending less on subsidising public transport.

As part of the Strategic Review within ETD (workstream 6), we have explored whether we could accelerate a shift to more demand responsive services in Norfolk and we have worked to identify areas where Demand Responsive transport services could replace conventional subsidised services.

- **Reduce subsidy for Park and Ride in Norwich (H13)**

We propose to remove our subsidy to Park and Ride so it is run at no cost to the Council. As part of the Strategic Review (workstream 6) we determined the impact of this proposal which could include closure of the waiting areas, closure of toilet facilities, reduction in frequency, increased fares, and possibly the closure of some sites.

There have been discussions with local businesses and bus operators to maximise the utilisation and efficiency of Park and Ride sites. This will include the removing site management.

The risks associated with this proposal could mean reduced security at sites for vehicles and users, although a mobile presence will be maintained.

- **Close the travel information desk at Norwich Bus Station and reduce opening hours of the travel centre (H15)**

This proposal would see the Bus Station waiting area open during the day only – from 7 am to 6.30 pm. The travel information desk would close.

There will be no on site facilities available outside of these times, including toilets, security and travel advice. This may compromise the security of the buildings and the surroundings.

Tickets could only be purchased from ticket machines or from the internet which may prove problematical for members of the public who are unfamiliar with the use of this technology.

6.2.1.1 Cessation of financial support for one activity is also an option within the consultation for this service;

- **End funding for transport partnerships (H14)**

We have funded the Wherry and Bittern Line Community Rail Partnerships (£65k) but propose to look to other sources and funders to step in. Cessation of the council's funding contribution would have no bearing on the operational aspects of the train lines, fares or frequencies. Both rail lines are included in the Greater Anglia Rail franchise which will be tendered by the Department for Transport in 2013 for a period of 15

years. This ensures the protection of the service over the long term and was the key objective for the council's financial support over the past years. The funding has been used primarily to support marketing and administration of the Partnership.

6.2.2 There are also 5 proposals within the Highway service. Of these, there are 2 that consider improvements in the way that we procure assets and expertise to help maximise our service efficiency;

- **Better procurement of footway surveys (H5)**

By better procurement we can reduce the cost of surveys we have to undertake

- **Better procurement of vehicles (H6)**

We propose to review the specification of our vehicle fleet and make savings through rationalising the number and type of vehicles, and not replacing vehicles so frequently.

This exercise will be appropriate at this time as the emphasis of the nature of the highway work will change as a result of the funding cuts. The opportunity is right to reconsider the type of vehicles that are required by the service as the amount of major work and new highway schemes will reduce and there will be a greater emphasis on maintenance of the existing asset. This is associated with the outcomes from workstreams 3 and 4 of the Strategic Review. The implications in the change in capital funding allocation in particular is highlighted in section 7 of this report, with the implications explained in greater detail within another item on this Panel's agenda.

6.2.2.1 Service redesign has also been considered within certain areas of the Highway service;

- **Scaling back of safety camera partnership work and transfer of responsibility to the police (H12)**

The existing government grant which funds the safety camera partnership and a range of community safety work has been withdrawn by government. We propose to redesign the safety-camera work and the community safety camera work to significantly reduce the cost and increase income for the County Council.

6.2.2.2 We have already consulted and agreed a **changed approach to street lighting (H10)** through the democratic process. This sees some lights in some locations turned off during the night. These savings are as a result of the implementation of this new approach which is already underway.

6.2.2.3 Within the Economic Development and Strategy service, the proposals relate to tailoring the service to suit the current climate and environment. This includes proposals around;

- **Increasing income from planning services (H8)**

We propose to make a small charge for advice to developers seeking to make a planning application

## 7. Capital programme

The 2011/12 Local Transport Plan Capital Settlement was confirmed on 13 December 2010. This covered allocations for the next two years for integrated transport, structural maintenance and bridges and indicative allocations for 2013/14 and 2014/15.

As expected the December 2010 settlement resulted in substantial budget reductions. The reductions for structural maintenance and bridges of 8% and a reduction of 33% for integrated transport, compared to the baseline of 2010/11 allocation.

As detailed in the award letter from the Department of Transport, the 2011/12 allocation for structural maintenance and bridges is £22.456m, reducing to £20.529m in 2013/14. The allocation for integrated transport is 2011/12 is £4.992m.

The allocations are all **capital grant**, this is an improvement over the previous arrangement where two thirds of the integrated transport allocations and all of the structural maintenance and bridges allocation were provided as supported borrowing paid within the formula grant settlement, which only covered about one third of the borrowing costs.

The strategic review examining the highways capital programme reported its conclusions to the Overview & Scrutiny Panel in November 2010. This recommend that within a given capital programme priority should be given to maintenance and a minimal integrated transport programme should be implemented.

The proposed capital programme is attached in appendix 3.

Where schemes are funded from borrowing the revenue consequences of that borrowing are shown within the revenue budget for the department.

## 8. Feedback from consultation

8.1 At the time of writing this report, the Big Conversation is still underway.

Up until December 31<sup>st</sup>, in the region of 2000 comments had been made via the on-line Big Conversation site and Have Your Say mailbox; over 250 letters, feedback forms and phone calls; and up to 2000 more responses through specific engagement led by departments.

To date, the majority of responses have been concerned with specific budget proposals. Where residents have commented on the overall direction for the County Council, the majority have wanted the council to make savings in a way which has least impact on services, particularly those for vulnerable

people. (Appendix 4 sets out a summary of responses analysed up until 31<sup>st</sup> December 2010)

[Click here to view responses up to 10 January 2011 deadline](#)

One element of the consultation was a series of stakeholder discussions, externally facilitated, designed to gather the views from a range of different groups about the impact of the proposed budget savings. These were delivered in five, two-hour long events held in November and December 2010. The following Norfolk based groups and sectors were represented:

- Voluntary groups
- Businesses
- Healthcare sector
- Education sector
- Young People

In general, the County Council's proposal for a smaller more strategic set of core roles was supported and stakeholders recognised the rationale behind the proposal and the need to achieve this. There was support for ensuring that communities are engaged and that service delivery should be high quality and targeted at those most in need. A full summary of the findings from these events is included in Appendix 4.

## 8.2 Comments and feedback on the Council's priorities and its budget proposals were received via:

- Letters and emails
- Online discussion forum
- Face to face meetings with voluntary and community organisations, education providers and health providers
- Meetings with representative groups and individuals including older people, young people, disabled people and people from Black and Asian minority ethnic communities.
- Petitions
- Social networking groups
- Consultation cards

We received the most comments on:

- Close the travel information desk at Norwich Bus Station and reduce opening hours of the travel centre (H15)
- Re-focused, more targeted Public Rights of Way service (E11)
- Reduce subsidy for Park and Ride in Norwich (H13)

And the least responses on

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

Appendix 4 will include table of all comments and will be available for all panels.

Detailed minutes will be made available to Cabinet from Overview and Scrutiny Panels

## 9. Equality impact assessment

Individual Equality Impact Assessments are being carried out on all the Council's budget proposals that potentially have an impact on identified groups with protected characteristics.

The legislation and statutory codes of practice informing the Council's work on equality impact assessments recommends that consultation with relevant groups should form a core part of the evidence used to prepare an equality impact assessment.

At the time of writing this report, the consultation is still on-going, so this Overview and Scrutiny report provides an interim position on the findings so far. In general these are consistent with the high level impact assessment published by the Council on October 26<sup>th</sup> at the start of the consultation, which found that if implemented in full, the proposals may significantly impact on disabled residents, young and old, and their carers and families. Because of the association between disability and old age, older people may also be affected.

It is important to note that whilst some specific issues around ethnicity, gender, sexual orientation and religion and belief are also emerging through the public consultation, the overall impact of the proposals – both individually and collectively – is reported as being on disabled young people and adults, and older people.

The evidence-gathering has identified some positive impact from the proposals – for example, opportunities to relocate some cultural services to more accessible premises.

A full equality impact assessment report will be published alongside the Cabinet budget papers. This is consistent with legislation and will allow Cabinet Members sufficient time to inspect each proposal's equality impact assessment (along with all the other relevant evidence), prior to the Cabinet meeting on 24 January 2011 to agree the recommendations to Full Council on 14 February 2011

In all their decisions and functions public authorities must give due weight to the need to promote disability equality in relation to the six parts of the general duty<sup>1</sup>:

- Promote equality of opportunity between disabled people and other people
- Eliminate unlawful discrimination
- Eliminate harassment of disabled people that is related to their disabilities
- Promote positive attitudes towards disabled persons
- Encourage participation by disabled people in public life; and
- Take account of disabled people's disabilities, even where that involves treating disabled people more favourably than others.

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

proposal in its current form, it must identify actions to reduce or mitigate the adverse impact.

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

None

## **11. Staffing implications**

The proposals within the Big Conversation will have an affect on staff numbers in the Department. It is expected that the staff numbers will reduce by 40 to 50 posts over the next 3 years. Additionally there will be further staff reductions as a result of the implications of the capital settlement, which will be in the range of 50 – 80 Highway's staff.

## **12. Risk Assessment**

The main risks and issues associated with these proposals have been highlighted in Section 7. However, given the scale of potential change associated with the budget proposals, there are a series of risks which are generic to all services, and against which each individual proposal is being evaluated. These are:

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

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

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

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

## **13. Action required**

Members are asked to consider and comment on the following:

- i/ The proposed core role and strategy for the County Council, as set out in section 6.
- ii/ Specific revenue budget proposals and capital programme for Environment Transport and Development Services, as set out in section 7 and 8.

## **Background Papers**

Highways Capital Programme and Transport Asset Management Plan (item 9, page 25 of this agenda)

Environment, Transport and Development Strategic Review paper (item 10, page 45 of this agenda)

## Officer Contact

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

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If you need this report in large print, audio, Braille, alternative format or in a different language please contact Bev Herron 01603 228904 or Textphone 0844 8008011 and we will do our best to help.

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iSee: [www.equalityhumanrights.com/advice-and-guidance/public-sector-duties/guidance-and-codes-of-practice/codes-of-practice](http://www.equalityhumanrights.com/advice-and-guidance/public-sector-duties/guidance-and-codes-of-practice/codes-of-practice)



# Norfolk's Big Conversation

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

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## Protecting the frontline and meeting the savings challenge

### Why we are consulting

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

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

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

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

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

The Coalition Government has now announced the results of the comprehensive review of government spending it carried out to tackle the growing national debt. It will be some weeks before we know the

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

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

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

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

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

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

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

### Our role:

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

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

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

### Our proposed strategy:

#### 1. Making efficiencies

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

#### 2. Redesigning services

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

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

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

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

#### 4. Smaller council – bigger communities

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

You can read more about our proposals on page 8 of this document.

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

## Who we are consulting

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

## How we are consulting

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

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

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

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

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

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

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

## When we are consulting

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

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

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

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

## Our approach to Equality Impact Assessments

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

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

## How you can respond to the consultation

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

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

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

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

- You can respond online at [www.norfolk.gov.uk/bigconversation](http://www.norfolk.gov.uk/bigconversation)
- You can email your response to: [haveyoursay@norfolk.gov.uk](mailto:haveyoursay@norfolk.gov.uk)
- Or you can respond in writing to: **Freepost Your Norfolk** (You do not need to use a stamp)
- However, if you want to help the council save money please use a stamp and send to this address:  
Norfolk County Council, Customer Service Centre, North Wing, County Hall, Martineau Lane,  
NORWICH, NR1 2DH

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

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

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

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

Full Council will decide and agree the budget on 14 February 2011. We will publish our final budget on our website at [www.norfolk.gov.uk](http://www.norfolk.gov.uk)

## Information about responding to this consultation

### Responding on behalf of a group

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

### Personal information, confidentiality and data protection

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

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

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

### Receiving your comments

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

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

### Where can I go to for more information?

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

Tel: 0344 800 8020

Email: [information@norfolk.gov.uk](mailto:information@norfolk.gov.uk)



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

## Protecting the frontline and meeting the savings challenge - our proposals

### Our role

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

##### Overarching strategic priorities for Norfolk

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

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

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

##### A renewed and sharpened sense of purpose

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

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

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

## Our strategy

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

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

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

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

See where our current budget comes from and how our income is spent on page 17.

#### 1. Making efficiencies

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

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

#### 2. Redesigning services

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

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

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

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



### **For Norfolk County Council, our proposals would mean:**

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

### **For example**

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

- We will be exploring and using a wide range of different options for delivering valued community services, for example – we will have explored the potential of setting up a Trust for securing and safeguarding the future of the joint museum services.
- Rather than delivering services directly, council staff will be focused mainly on finding out the needs of local residents and making sure that the necessary services are available to meet them at good quality and value for money, and providing good quality information to enable more people to help themselves.
- People will be paying more towards the real cost of providing the services they receive or receiving help and support from others within their neighbourhoods. Some of the subsidised

services that people have come to expect either won't be provided, or will be provided by others, or won't be subsidised to the same extent any more. Instead we will either advise people of where the services are, and who provides them and at what cost, or we will expect more individuals to help pay more of the real cost of the service they get in the future.

### **For example**

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

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

## **4. Smaller council – bigger communities**

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

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

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

- Volunteering for local schools - for example delivering basic road safety or bicycle training.
- Being responsible for helping to stop speeding in local communities – owning local speed watch services.
- Empowering and supporting parish and town councils to take on more highways maintenance working with our highway and community rangers. We intend to consult on some specific ideas and options shortly.
- Giving local young people choices of activities or places to meet out of school hours.
- Keeping footpaths clear and clean.
- Good neighbour schemes or collectives to look out for and support local older and vulnerable people.
- Volunteering to support local libraries.
- Accredited parish or community handyman schemes to support people who need basic help such as gardening, handrail fitting etc.
- Community meals or dining schemes.

## Putting the strategy into action

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

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

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

### 1. Making efficiencies: Total savings £48 million

Among other things, we propose to:

#### Cut management overheads

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

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

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

#### Cap and cut the cost of borrowing

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

#### Manage the cost of inflation

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

### Generate more income

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

Proposals include:

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

## 2. Redesigning services: Total savings £29 million

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

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

Redesigning services savings proposals include:

### To implement new care arrangements for vulnerable older people

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

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

We are proposing:

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

### To refocus highways services on maintaining current road networks

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

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

We propose to:

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

### To implement the waste strategy to avoid landfill tax costs

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

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

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

### Total savings £73 million

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

As a consequence, among other things, we propose:

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

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

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

#### 4. Smaller council – bigger communities

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

Our objective is to help communities become even more resilient and active so they can look after more of their own needs and gain greater control of their own affairs. On page 10 we put forward some of the ideas we have heard from others. In this conversation, we welcome more views and ideas from Norfolk people and Norfolk communities about how best to achieve and support these objectives.

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

## Conclusion

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

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

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

## Our proposed strategy

### 1. Making efficiencies

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

### 2. Redesigning services

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

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

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

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

### 4. Smaller council – bigger communities

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

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

**Your ideas and suggestions can help us.**

## Remember

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

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

Here are some of the costs we face

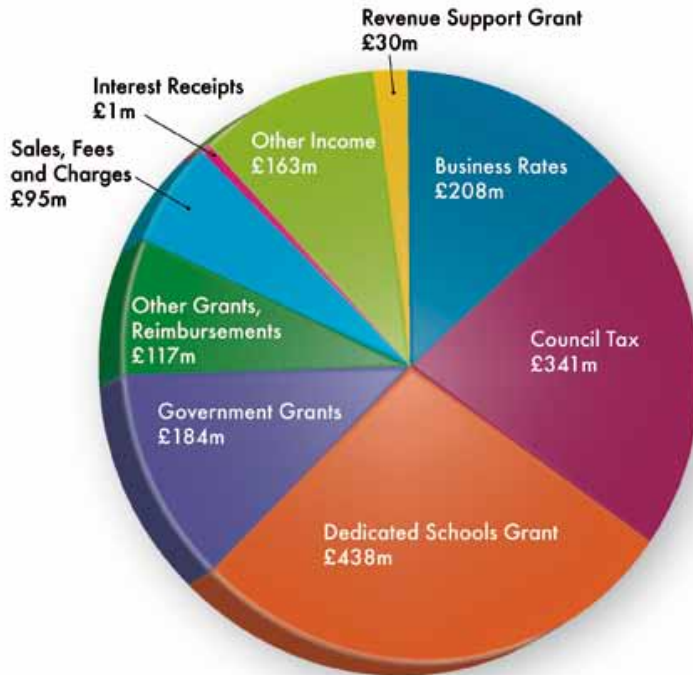
- One fire engine costs £27,000 each year to lease.
- A residential care package for one older person can range between £15,000 and £93,000 a year.
- Providing residential care packages for adults with a learning disability can cost between £16,000 and £206,000 for one adult each year – although the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



## Some information about our current budget

### Where our £1.577 billion income comes from 2010/11

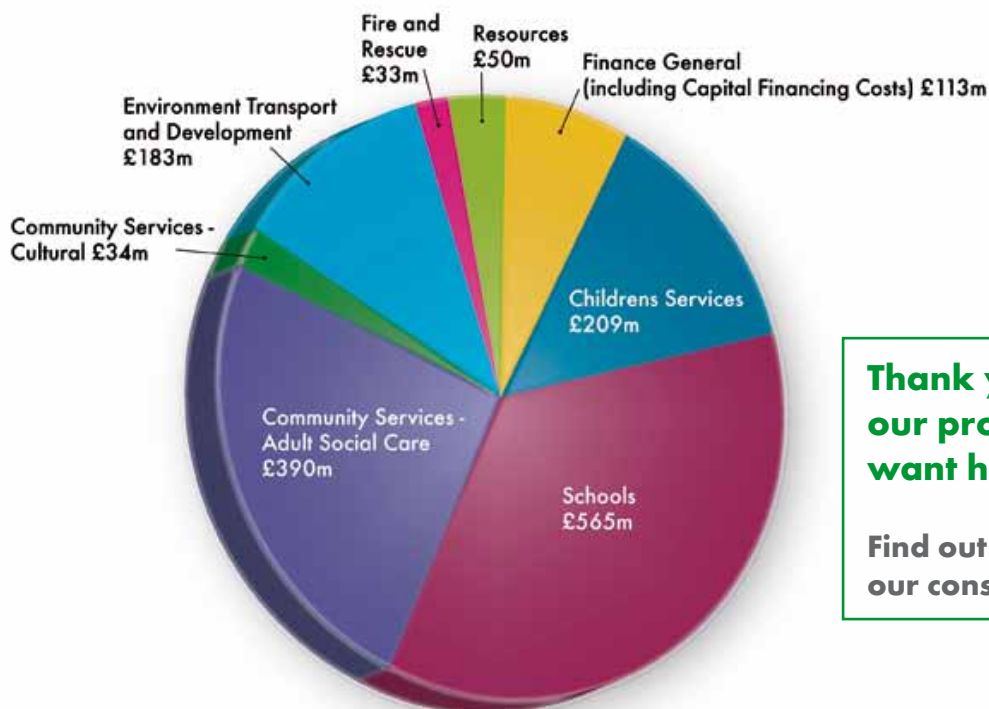
This chart sets out where we get our money from. You will see that £438 million of the income we get from Government is a grant to support schools. This goes to them and they decide how to spend it.



### How the income is spent 2010/11

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

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



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

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

		2011-12	2012-13	2013-14
ENVIRONMENT & DEVELOPMENT		£m	£m	£m
<b>ORIGINAL BUDGET</b>		45.490	46.048	46.218
<b>ADDITIONAL COSTS</b>				
<b>Basic Inflation - Pay ( 2011-13 -0% plus £250) 1% for 13-14</b>		0.042	0.042	0.072
<b>Basic Inflation - Prices (General 2%, School and social care passenger transport 4%)</b>		0.687	0.701	0.716
<b>Additional employer contribution to Pensions</b>				
Additional Inflation (Statutory Increase in Recycling Credits) 0.088			0.105	
Comply with Landfill Allowance for bio-degradable waste				0.298
Waste Treatment & Disposal - including increase in Landfill Tax		0.776	0.657	1.602
New responsibilities for Flood and Water Management		0.250		
Transfer of Legal Orders team to department		0.070		
Planning Delivery grant - no longer received		0.030		
DEFRA grant no longer ring fenced which supported measures to promote and check the farming community to prevent the spread of animal diseases		0.129		
Additional Recycling including Kitchen waste		0.301	0.395	0.575
Household Waste Recycling Centre, including Dereham Household Waste Recycling Centre		0.240		
Docking recycling centre		0.115		
Local Enterprise Partnership (LEP) possible officer costs if NCC have to set up. Other possible sub regional planning activity costs		0.050		
Sub Total Additional Costs		2.778	1.900	3.263
<b>BUDGET SAVINGS</b>				
<b>No.</b>	<b><u>Big Conversation proposals</u></b>			
<b>E1</b>	Reduced closed landfill pollution treatment Costs	-0.145		
<b>E2</b>	Business Support review	-0.050		
<b>E3</b>	Organisational Review	-0.265		
<b>E4</b>	More efficient Environmental services - reducing legal costs and reducing management costs and overheads	-0.082	0.025	-0.060
<b>E5</b>	Improved waste procurement - through better procurement and joint working with District Councils	-0.161	0.390	-0.565
<b>E6</b>	Civil parking enforcement - through making savings in the running costs of this service	-0.100	0.050	-0.200

<b>E7</b>	Maintain third party recycling payments at current level and redesign the way that we give advice to businesses about recycling	-0.047		
<b>E8</b>	Increased income from Trading Standards metrology Calibration Services	-0.020		
<b>E9</b>	Management savings in public protection services	-0.188		-0.100
<b>E10</b>	Streamline public protection through better joint working	-0.087	0.087	
<b>E11a</b>	Re-focused, more targeted Public Rights of Way Service. Re-design access to the Countryside around a core network with a substantial reduction in path cutting, and change how we respond to issues including enforcement in line with the big society	-0.332	0.123	-0.123
<b>E11b</b>	Community ownership of nature reserves and areas and end some grant funding	-0.176	0.010	-0.010
<b>E12</b>	Re-shaped planning services	-0.030	0.100	-0.300
<b>E13</b>	Integrate "Your Rubbish Your Choice" into Council magazines -0.040			
<b>E14</b>	re-shape and reduce trading standards work on farming issues -0.129			
<b>E15</b>	Re-shape and reduce trading standards activities for consumers and businesses	-0.038	0.225	
<b>E16</b>	More efficient management of Gypsy and Traveller permanent sites		-0.095	-0.135
<b>E17</b>	review historic building work and end some grant funding	-0.125	0.115	
<b>E18</b>	Reduce opening hours at recycling centres	-0.120		
<b>E19</b>	Reduce contributions to economic development projects	-0.170	0.200	-0.200
<b>E20</b>	Cease asbestos disposals at waste recycling sites	-0.028		
<b>E21</b>	Cease 'real nappy' payments	-0.020		
	<b><u>Other and new savings proposals</u></b>			
	Additional Grant Income flood water management	-0.199	0.310	
	Reallocation of Officer to LEP duties	-0.050		
	Sub Total Savings Proposals	-2.602	1.730	-1.693
	<b>COST NEUTRAL CHANGES, i.e. which do not impact on the overall Council Tax</b>			
	*Depreciation charges	-0.096		
	*Revenue expenditure funded capital under statute (REFCUS) charges	-3.452		
	*Grant on REFCUS Charges	3.372		

Debt management expenses	-0.001		
Budget transfers			
Transfer of Legal Orders Team to Environment	0.168		
Transfer of Historic Environment Team to Environment	0.391		
Sub Total Cost Neutral Changes	0.382	0.000	0.000
<b>BASE ADJUSTMENTS</b>			
i.e. reduction in area based/specific grants or transfer of functions to/from NCC			
Sub Total Base Adjustments	0.000	0.000	0.000
<b>PROPOSED BUDGET</b>	<b>46.048</b>	<b>46.219</b>	<b>47.788</b>

\* These changes are required to comply with the Local Authority Accounting Code of Practice but do not impact on the Council Tax calculation.

	2011-12	2012-13	2013-14
TRAVEL AND TRANSPORT	£m	£m	£m

<b>ORIGINAL BUDGET</b>		68.372	72.409	70.152
<b>ADDITIONAL COSTS</b>				
<b>Basic Inflation - Pay ( 2011-13 -0% plus £250) 1% for 13-14</b>		0.058	0.058	0.058
<b>Basic Inflation - Prices (General 2%, School and social care passenger transport 4%)</b>		0.624	0.638	0.651
<b>Additional employer contribution to Pensions</b>				
Additional Highways maintenance inflation		0.352	0.481	0.657
Increase in Energy Costs for Street Lighting		0.200	0.200	0.200
Passenger Transport inflation		0.075		
Replacement of One off funding - LPSA			0.300	
Additional costs relating to the transfer of concessionary fares		9.875		
Increase Highways assets by adoption		0.051	0.050	0.050
Safety camera partnership - Existing Government Grant to be withdrawn		0.050		
Additional Footway Surveys		0.020		
Sub Total Additional Costs		11.305	1.727	1.616
<b>BUDGET SAVINGS</b>				
<b>No.</b>	<b><u>Big Conversation proposals</u></b>			
H1	Organisational review phase 2	-0.400		
H2	Business Efficiencies and general expenditure savings	-0.344		
H3	Additional efficiency savings with our private sector partners	-0.150		
H4	Business Support review	-0.050		
H5	Better procurement of footways surveys	-0.020		
H6	Better procurement of vehicles	-0.200		
H7	Strategic review	-0.600	-1.956	-8.448
H8	Increased income from planning services	-0.005	-0.010	
H9	Rationalisation of highways depots and offices		-0.260	
H10	Changes to street lighting	-0.037	-0.058	-0.031
H11	Re-shaped public transport network with as shift towards demand responsive transport services ('dial-a-ride')	-1.000	-1.000	
H12	Scaling back of safety camera partnership work and transfer of responsibility to the police	-1.646		

<b>H13</b>	Reduce subsidy for Park and Ride in Norwich	-1.475	0.575	
<b>H14</b>	End funding for Transport Partnerships	-0.065		
<b>H15</b>	Close the travel information desk at Norwich Bus station and reduce opening hours of the travel centre	-0.250		
<b>H16</b>	Savings from carrying out fewer transport studies	-0.425	0.125	
	<b><u>Other and new savings proposals</u></b>			
	Use of LPSA funding	-0.300		
	Sub Total Savings Proposals	-6.967	6.114	-10.909
	<b>COST NEUTRAL CHANGES, i.e. which do not impact on the overall Council Tax</b>			
	*Depreciation charges	2.204		
	*Revenue expenditure funded capital under statute (REFCUS) charges			
	*Grant on REFCUS Charges			
	Debt management expenses	-0.006		
	Budget transfers			
	Shared Services	-2.272		
Strategic	Ambitions	0.250		
	Organisational Review Savings	-0.638		
	MRS adjustments	1.126		
	Pension Fund Adjustment	-0.508		
	FIMS	-0.017		
	Area based grants	-0.440		
	Sub Total Cost Neutral Changes	-0.301	0.000	0.000
	<b>BASE ADJUSTMENTS</b>			
	i.e. reduction in area based/specific grants or transfer of functions to/from NCC			
	Sub Total Base Adjustments	0.000	0.000	0.000
	<b>PROPOSED BUDGET</b>	<b>72.409</b>	<b>70.152</b>	<b>63.289</b>

\* These changes are required to comply with the Local Authority Accounting Code of Practice but do not impact on the Council Tax calculation.

**CAPITAL PROGRAMME 2011-14****Indicative Capital Programmes for 2011-12  
Children's Services**

<b>Scheme 2011-12</b>		<b>2012-13</b>	<b>2013-14</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Children's Services</b>			
Devolved formula capital	2.795		
High Growth Area – Cringleford		4.400	
Unallocated capital grant (note 1)	25.495		
<b>Children's Services - Total</b>	<b>28.290</b>	<b>4.400</b>	
<b>Funding of Programme</b>			
Non ringfenced capital grant funding (note 2)	28.290	4.400	
Funding from capital receipts and prudential borrowing			
Other External Grants and Contributions			
<b>Total 28.290</b>		<b>4.400</b>	

Note 1: the Department for Education has indicated the allocations for 2012-13 until 2014-15 will be informed by the outcome of the James Review which will be published early in 2011. While the allocation and management for these programmes may change to reflect the recommendations of the review, it is expected that the funding available nationally for basic need and capital maintenance of schools will be roughly in line with the funding for 2011/12.

Note 2: the total grant received in 2011/12 is £32.69m. It is intended to use the 2011/12 capital grant over two years enabling the funding of part of the Cringleford VA scheme payments in 2012/13.

## **Summary of responses**

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

The responses have been summarised as they were submitted, so there may be some comments which are on issues that are beyond the remit of the County Council, or responses which put forward suggestions or alternative that need to be tested for practicality. At this stage, we have taken the view that Members should have the chance to see the comments as presented. The full text of all responses will be made available for Members in the Members' Room, as soon as is practicable after January 10<sup>th</sup> 2010.

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## Section A

### Summary of Responses to Adult Social Services Budget Proposals

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

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

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

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

And the fewest responses to:

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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



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

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

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

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

## Section B

### Summary of Responses for Children's Services Budget Proposals

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

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

And the least responses (fewer than 5) on:

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

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

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

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

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



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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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



## Section C

### Summary of responses for budget proposals for Cultural Services

We received the most comments on:

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

And fewest responses on

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

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

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

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

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

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

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

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

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



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

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

## Section D

### Summary of responses for Communication and Customer Services

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

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

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

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

## Section E

### Summary of responses for Environment and Development Budget Proposals

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

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

For Environment and Development we have received fewest responses on:

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

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

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



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

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

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

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

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

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

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

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



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

## Section F

### Summary of Responses for Fire and Rescue Service Proposals

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

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

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

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

## Section G

### Summary of responses for Resources

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

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

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

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



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

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

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

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

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

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

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

## Section H

### Summary of responses for Travel and Transport budget proposals

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

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

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

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

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



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

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

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

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

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

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

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

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

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

#### **Norwich Northern Distributor Route**

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

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

#### **Free Bus Passes**

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

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



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

## Heacham PC

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

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

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

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

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

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

## Section I

### Summary of responses on the general themes

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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



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

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

## **Section J**

### **Big Conversation Stakeholder Events**

#### **Overview**

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

The following Norfolk based groups and sectors were represented:

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

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

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

#### **The future role of NCC**

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

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

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

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

## **Awareness of the wider issues and communication**

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

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

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

## **Reactions to Strategy and Proposals**

### **1. Making efficiencies**

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

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

### **2. Redesigning Services**

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

### **3. Scaling back the scope and volume of some services**

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

#### 4. Smaller Council – bigger communities

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

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

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

### **Main Findings in summary**

#### **Business Sector**

##### Concerns:

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

##### Opportunities and ideas

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

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

## **Voluntary and Community Sector**

### Concerns

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

### Opportunities and ideas

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

## **Health Sector**

### Concerns

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

### Opportunities and ideas

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

## **Education sector**

### Concerns

- Cuts in funding to transport of over 16s

### Opportunities and ideas

- More services can be outsourced and placed in private sector

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

## **Young People**

### Concerns

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

### Opportunities and ideas

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



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

## **Section K**

### **Key themes from consultation meetings**

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

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

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

#### **1. Norfolk's Big Conversation roundtable discussions**

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

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

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

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

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

#### **2. Older people**

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

- Norwich (19 November) – 100 people

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

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

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

*NCC providing less services directly*

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

*Quality assurance*

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

*Role of the voluntary sector*

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

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

#### *Personal budgets*

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

#### *Eligibility criteria*

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

#### *Community meals*

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

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

#### *Transport*

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

#### *Council Tax*

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

Finally, some other comments made were:

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

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

### **3. Voluntary organisations**

Four meetings were held with voluntary organisations:

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

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

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

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

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

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

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

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

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

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

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

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

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

#### **4. Disabled people**

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

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

#### **5. Deaf and hearing impaired people**



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

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

## **6. Black and minority ethnic people**

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

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

## **7. Carers**

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

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

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

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

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

## **8. Parish and Town Councils**

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

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

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

At the meeting the following opportunities were identified:

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

The following were identified as enablers:

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

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

## **Section L**

### **Online discussion threads**

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

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

#### **Council efficiency and ‘housekeeping’ – 53 comments in all**

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

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

Other comments/ideas included:

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

#### **Services for young people – 41 comments in all**

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

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

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

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

### **Preventive services – 15 comments in all**

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

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

### **Libraries – 12 comments in all**

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

Ideas and suggestions for doing so included:

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

### **Study Support centres – 8 comments in all**

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

### **Roads – 7 comments in all**

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

### **Arts funding – 5 comments in all**

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

### **Countryside access and rights of way – 5 comments in all**

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

### **Other ideas on the site included:**

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

### **Staff Online discussion threads**

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

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

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

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

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

Other ideas included:

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

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

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



## **Additional information received on the Big Conversation after 31<sup>st</sup> December 2010**

### **1.0 Introduction**

The proposals for the Environment and Development service have received 211 additional responses and the Travel and Transport service 179 additional responses since 31<sup>st</sup> December 2010. We have also received an additional 100 feedback cards from the bus station. In addition, three responses have been received which do not fit under the existing proposal but make wider comment about the services delivered.

### **2.0 The following proposals have the largest numbers of responses:**

- H13 - Reduce subsidy for Park and Ride in Norwich (46 additional responses)
- E11 - Re-focused, more targeted Public Rights of Way service (33 additional responses)
- E18 - Review historic building work and end some grant funding (33 additional responses)
- H15 - Close the travel information desk at Norwich Bus Station and reduce opening hours of the travel centre (39 additional responses)

### **3.0 New suggestions, or variations on themes, not already reflected in Section E, (Environment and Development) include:**

- Concern in maintaining public protection service to the food industry
- A farmer's concern over crop damage resulting from people not being able to use the Public Rights of Way) PROWS that may become overgrown.
- Consistent practices would need to be maintained across parishes to ensure that full lengths of footpaths that enter several parish boundaries are accessible
- North Norfolk Community Woodland Trust made reference to a consultation being held by DEFRA on Green Spaces which in their opinion our proposal did not 'join up with'
- Suffolk County Council responded on the proposal for the Brecks Partnership, stating that they were proposing not to withdraw funding.
- Introduce a 6 day week for Household Waste Recycling Centres (HWRCs) so each closed one day a week but neighbouring centres should be closed on different days.
- Open HWRCs in the afternoon & early evening or close some week days & open all weekend
- One suggestion to work with local supermarkets to offer more recycling points.
- A response from the Chairman of Shaping Norfolk's Future (SNF) suggests that rather than the proposed reduction over three years of core funding that a single lump sum be received in 2011/12 to include funding which otherwise would not have received until 2012/13.

- A response from County Cllr. Brian Iles about maintaining support to the Norfolk Churches Trust.
- Produce publications in association with District Councils, entitled 'Working Together'.
- There has been feedback to support increased income from Trading Standards metrology calibration services and to reduce trading standards activities for consumers and businesses.
- North Norfolk District Council "fully endorse" our Waste Strategy.

### 3.1 Gypsies and Travellers

Officers have visited Gypsy and Traveller sites in Costessey, Frenze Beck, Diss, Smallburgh and Boyland Common to discuss the proposal in the Big Conversation. The following feedback has been received from residents:

- If Registered Social Landlord's are put in charge of NCC sites the rents will increase leading to more roadside encampments
- There are not enough people helping us now without cuts to services
- Who will fill the gap?
- We can't go back to the bad old days of just moving us on all the time without liaison
- Life on the road is hard enough without removing services.
- Traveller liaison has a wealth of knowledge on how to access services e.g. health and education and a better understanding than most about Gypsy & Traveller culture

North Norfolk District Council responded to say that the proposal had the potential of undermining recent initiatives to promote the development of inclusive and cohesive communities.

### 3.2 Environment Service

The Forestry Commission have responded to suggest that work provided by this service cannot be replaced by the Big Society. They refer to the proposal to withdraw funding from the Brecks Partnership as 'regrettable'. It does support the interest and ownership of land by active communities. Support for the Brecks partnership has also come from a St. Edmundsbury Councillor.

Norfolk Wildlife Trust have expressed an interest in managing some of the nature reserve sites. Also, they have registered concerns regarding the impact of withdrawal of funding from the Wash Estuary Management Group the Norwich Fringe and the Brecks Project

We have received official representation from the Ramblers expression their concern about the ability to meet the Countryside Rights of Way (CROW) Act 2026 and stating that cuts were disproportionate to this service.

Environment staff have commented to say that the cuts will no longer enable them to deliver a proactive service which will be a retrograde step in their opinion, leaving the authority open to increased legal action. Our ability to meet the Public Health White Paper (2010), Dept of Health White Paper (2004) and Government Rural White Paper (2000) are also questioned.

We have received responses from Wrenningham, Hempnall, Costessey, Swardeston, Burston and Shimpling PCs. Some stated that they would be unable to help with the provision services and requested further information on how this service will work.

Middleton PC were supportive of greater use of electronic NCC publications and were concerned about increased asbestos fly-tipping.

Responses have been received on behalf of the Norfolk Churches Trust including six members of the Advisory Council, a Trustee / Hon Treasurer, Director / Trustee, one Church Warden, one member of the Trust, one Honourable Chaplain to the Churches Trust and the Chairman, the Norfolk Historic Buildings Trust. The President of the Norfolk and Norwich Archaeological Society is concerned whether other organisations will see this as an opportunity to withdraw funding and that this may damage the local economy.

### 3.3 Economic Development

There has been correspondence received about the importance of continued development of the LEP and the fear that reduced funding may affect this work:

- Norman Lamb MP
- FIG (Financial Industry Group) Chairman

Melton Constable, Saham Toney PCs, The Executive Director Creative Arts East and Norfolk Playing Fields Association do not support the proposal to reduce contributions to economic development projects.

The Chief Executive Norfolk Rural Community Council (NRCC) stated that if NCC were looking to expand into Community Development & Neighbourhood planning, they recommend linking community based approach to higher level strategies (via NRCC).

Deepdale Farms Diversification Partner, Norfolk Tourism's Chairman, Swaffham Tourism Chair, the Operations Director from Norfolk Cottages and Greenbanks Hotel, Wendling responded with concerns in respect of cutting funds that may affect the tourist industry.

### 3.4 General Responses

Norfolk Police Authority responded to specific proposals and commented upon the impacts that the proposals would have on illegal activity and enforcement and public fear around safety and security. Also, it endorsed existing community partnerships and suggested joint working arrangements with District based Operational Partnership Teams.

### 4.0 **New suggestions, or variations on themes, not already reflected in Section H, (Travel and Transport) include:**

- The Head of Corporate Affairs Bus & Coach National Express proposed specific ways in which National Express could assist in maintaining the information desk including taking over its operation.
- Middleton Parish Council suggested that two of the lesser used Park and Rides sites should be 'disposed of'.
- We have received feedback regarding the perceived inefficiency of contractors working within the Partnership, details of which have been passed to the appropriate service manager.

#### 4.1 General Responses

Responses were received from:

NNDC, North Walsham Town Council, Broads Cycle Hire, Cromer Town Council the Chairman of the Wherry Lines Community Rail Partnership, Head of Community Rail Network Rail, former Chairman of Bittern Line Community Rail Partnership / former administrator for North East Norfolk Travellers Association and Vice Chairman of the Wherry Lines Partnership were all concerned about the reduction in funding for transport partnerships.

East Norfolk Transport User Association (ENTUA) has responded to register its concern about the proposals for the Community Rail Partnership, Park and Ride sites and bus information desk at the Bus Station.

Wymondham Bridewell Women's Institute and Visit Norwich were concerned about the effect of the closure of the travel information desk and reducing the subsidy for the Park and Rides.

North Norfolk District Council states that it understands that local government is facing unprecedented difficulties as a result of government grant cuts, and have commented upon proposals which they believe will impact most on the wellbeing of the district. In this instance, proposals for the Park and Ride and Bittern Line funding. Also, it doesn't wish to see rural areas disadvantaged by the reduction in public transport.

The UK Director of Property & Facilities at Aviva has written to say that the Park and Ride is an important facility in helping employees to get to work and that if the service is reduced they would be keen to work with NCC to explore locally defined parking policies.

Norfolk Rural Community Council commented upon the rural bus strategy proposals which included:

- Broadly welcome move to demand responsive transport.
- Please that NCC has protected budgets associated with community transport and recognised the key future role it will play.

## Responses from District Councils

In addition to those council's whose responses have already been incorporated into the consultation feedback – responses have also been received from:

- Norwich City Council
- Broadland District Council
- Great Yarmouth Borough Council
- Kings Lynn Borough Council

We also received a 40 page response from Diss Town Council, the comments from which are also incorporated here.

The following comments provide a summary of the key points made in their responses. The full responses will be available for inspection in the members' room.

### Key themes:

#### *Consultation process*

- Councils felt that more information on the specific budget proposals should have been provided to aid a better understanding of what was being proposed and therefore a better response
- Councils would have liked earlier engagement with them and their members in the Big Conversation

#### *Transfer of costs*

- Councils were concerned that reductions in or withdrawal of services would mean that the people they currently support would be left without any services and the costs of helping them would be transferred to district councils and other public sector partners.
- Examples given were: increased pressures on housing provision due to reduced spending on prevention services; increased anti-social behaviour due to lack of Youth Service provision; increased 999 calls due to people with substantial needs not getting the services they need; pressure on Disabled Facilities Grant due to reduced Supporting People budget.

#### *Impact on the most vulnerable*

- Councils were concerned that the cumulative impact of the budget proposals had not been fully explored, particularly the impact on the most vulnerable people.
- Norwich City Council were particularly concerned that the proposed change in eligibility criteria for Adult Social care would mean that 1,500 Norwich residents would not receive a service in the future, and that the rate of mental illness in adults was 40% higher in the city than elsewhere in the county and would therefore be disproportionately affected by proposed service reductions.

#### *Preventative services*

- Councils felt that proposals to reduce the funding for preventative services was a false economy, that costs would be transferred to other agencies (see above), and people's needs would deteriorate more quickly and therefore require critical services sooner.

- Councils felt that this went against the Government's own guidance that preventative services should be protected from any funding reductions, and also the County Council's own strategies, developed in partnership with district councils, for example the work undertaken by the Partnership for Older Peoples Project (POPPs).

#### *Joint working and shared services*

- Councils were keen to engage in dialogue with NCC to explore opportunities for shared services in specialist areas and other opportunities for joint working, including joint appointments
- Specific areas where interest was expressed included: public protection; emergency planning; procurement; and finance
- Councils felt that there was an opportunity to look at the saving requirements across the county as a whole and to do some joined up planning to ensure that service users did not lose out and that opportunities for more efficient and effective services were not lost.

#### *Localism*

- Councils were keen to see the principles of the Localism Bill followed through in Norfolk, with more services devolved to district, town and parish councils.
- Councils highlighted some of the successful programmes they have run at a neighbourhood or community level and felt that they were best placed to take this agenda forward
- They wished explore opportunities for working in partnership or devolved funding to deliver services at a local level, e.g. maintaining rights of way.
- Councils noted that community and voluntary organisations required support to meet the needs of residents and that there would be a continued need for councils to support capacity building in the sector

#### *Rural and urban disadvantage*

- Councils felt that a number of proposals would disproportionately affect rural communities, e.g. subsidy for post-16 school transport; library services; and personal budgets for adult social care.
- Norwich City Council highlighted that higher levels of deprivation and lower levels of attainment in the city would mean that proposals would have a disproportionately negative impact on children living there. They noted that absenteeism is higher in the city than elsewhere in the county; that attainment is below the national average; that 30% of Looked After Children in the county live in Norwich; and that teenage pregnancy is 39% higher than in the rest of the county.

#### *Suggestions*

- Councils made suggestions of where alternative savings could be found, including: utilising NCC reserves; maximising income from renewable energy; maximising back office savings; sharing specialist services; charging full costs to those who can afford to pay for discretionary services.

## **Highways Capital Programme 2011/12/13 & Transport Asset Management Plan**

Report by the Director of Environment, Transport and Development

### **Summary**

This report summarises the Local Transport Plan (LTP) Settlement for 2011/12 and seeks comments on a highways capital programme for 2011/12/13 and Transport Asset Management Plan for 2011 to 2015.

The report details the main sources of funding and budget allocations, and describes how these are allocated between the main types of scheme.

The Government transport funding allocations for 2011/12 were:

- £22.456m allocation to structural maintenance and bridges;
- £4.992m allocation to integrated transport schemes.

This funding will be government grant rather than permission to borrow which is welcomed. The outcome of the Strategic Review workstream on the highways capital programme suggested that due to the maintenance backlog, a reduced integrated transport (improvement schemes) programme should be implemented. Therefore it is recommended that the recent practice of reallocating £1m from integrated transport to structural maintenance is significantly increased to give much more emphasis to maintaining the existing asset, and to allocate £2m to highway improvements but to retain flexibility to increase this to £3m by reducing the structural maintenance allocations if major scheme cost pressures emerge. Even so, this is likely to result in some deterioration of highway condition as the annual need is calculated to be in excess of £30m to maintain current condition levels. It is hoped that in the next Spending Review period, grant levels will be increased to help rectify any such deterioration.

Therefore, the revised recommended allocations for 2011/12 are:

- £23.948m allocation to structural maintenance;
- £1.5m allocation to bridges;
- £2m allocation to integrated transport schemes.

### **Action Required**

That this Overview and Scrutiny Panel

- (i) is invited to comment on the contents of this report, in particular the reallocation of integrated transport funding to structural maintenance to partially address the deterioration in highway condition, and recommend it to Cabinet for approval;
- (ii) is invited to comment on the proposed changes to the Transport Asset Management Plan for 2011 to 2015 and recommend it to Cabinet for approval;
- (iii) recommends to Cabinet the use of Chief Officer delegated powers, in consultation with the Cabinet Member, to manage the two year programme, including the possible increase in the Integrated Transport programme to £3m to deal with any major scheme cost pressures if they arise.

## 1.0 Introduction

- 1.1. The 2011/12 Local Transport Plan Capital Settlement was confirmed on 13 December 2010. This covered allocations for the next four years for integrated transport, structural maintenance and bridges.
- 1.2. The national and local financial landscape has changed considerably since last year's report on the highways capital programme. This has included substantial in-year budget reductions in June 2010 from the Government of £2.74m for integrated transport, £900,000 for structural maintenance and £366,340 for road safety schemes. In addition, the Strategic Review workstream examining the highways capital programme reported its conclusions to Overview & Scrutiny Panel in November 2010.
- 1.3. As expected the December 2010 settlement resulted in a substantial budget reduction. The exact figures are detailed below, but overall they represent an overall reduction of £4.651m compared to the original 2010/11 allocation.
- 1.4. 2011/12 is also the first year of the third Local Transport Plan (LTP) for Norfolk, Connecting Norfolk. The Plan has six main aims which are to:
  - manage and maintain the transport network to an appropriate standard;
  - deliver sustainable growth;
  - enhance strategic connections;
  - improve accessibility;
  - reduce emissions; and
  - improve road safety.

## 2.0 The Settlement

- 2.1. As detailed in the award letter from the Department for Transport, the 2011/12 allocation for structural maintenance and bridges is £22.456m, reducing to £19.296m in 2014/15. This overall allocation is £1.322m more than the base 2010/11 allocation (which excludes the additional funding awarded for the Scole Bypass reconstruction and the repair of winter damage). This allocation includes an allowance for the detrunked road network which passed from Highways Agency control to the County Council in 2001. There will be no separate allocation for detrunked roads in future, in 2010/11 this was £6.0m. In real terms the current structural maintenance budget has reduced by around 36% since 2004.
- 2.2. The allocation for integrated transport in 2011/12 is £4.992m. This is a 54% reduction compared to the 2010/11 original award of £10.965m.



- 2.3. The table below summarises the allocation for 2011/12. The figures for 2010/11 both pre and post June 2010 in-year budget reductions have also been included for comparison, along with figures for 2012/13, and indicative allocations for 2013/14 and 2014/15. The figures for 2010/11 also take account of the £1m reallocation of integrated transport funding to structural maintenance.

	<b>2010/ 11 £m (pre cuts)</b>	<b>2010/ 11 £m (post cuts)</b>	<b>2011/ 12 £m</b>	<b>2012/ 13 £m</b>	<b>2013/ 14 £m</b>	<b>2014/ 15 £m</b>
Structural Maintenance & Bridges	22.134	22.134	22.456	21.403	20.529	19.296
Integrated Transport	9.965	7.22	4.992	5.324	5.324	7.487
NCC contribution to Structural Maintenance	7.0	7.0	0	0	0	0
De-trunked Roads	6.0	5.3	Inc. above	Inc. above	Inc. above	Inc. above
Winter Damage funding	4.214	4.014	0	0	0	0
Specific Road Safety Grant (Capital)	0.366	0	0	0	0	0
<b>Total £m</b>	<b>49.679</b>	<b>45.668</b>	<b>27.448</b>	<b>26.726</b>	<b>25.853</b>	<b>26.783</b>

- 2.4. The above figures for integrated transport, structural maintenance & bridges from 2011/12 onwards are all grant. This is an improvement over the previous arrangement where two thirds of the integrated transport allocation and all of the structural maintenance and bridges allocation were provided as supported borrowing paid within the formula grant settlement, which only covered about 1/3 of the borrowing costs.
- 2.5 The Strategic Review examining the highways capital programme reported its conclusions to Overview & Scrutiny Panel in November 2010. This suggested that within a given capital programme, priority should be given to maintenance and a targeted integrated transport programme of around £2m should be implemented. Within this, priority should be given to strategic interventions, walking schemes, small scale traffic management works and safety schemes.

- 2.6 As highway condition is critical for all road users, including cyclists, pedestrians and public transport users, it is recommended that £2.992m of the above integrated transport funding be reallocated to structural maintenance in line with the Strategic Review conclusions.
- 2.7 Therefore, the revised 2011/12 recommended allocations as detailed in the summary table in Appendix A are:
- £23.948m allocation to structural maintenance;
  - £1.5m allocation to bridges;
  - £2m allocation to integrated transport schemes.

### 3.0 **Structural Maintenance and Bridge Strengthening**

- 3.1. It is proposed to split the revised allocation of £25.448m for 2011/12 down to:
- |                       |         |
|-----------------------|---------|
| • Principal Roads     | £6.56m  |
| • Non-Principal Roads | £10.46m |
| • Footways & drainage | £4.99m  |
| • Bridges             | £1.5m   |
| • Traffic Signals     | £0.7m   |

Further details of the allocation of this budget are given in Appendix B. The allocations reflect the priorities supported by the Overview and Scrutiny Panel in the report on the Highway Asset Performance in July 2010. In addition, it reflects the information published as part the Structural Maintenance Members Book issued on Members Insight in early December 2010.

- 3.2. Changes in the highway maintenance backlog over recent years suggest that a budget in excess of £30m is required to prevent further deterioration. The additional funding provided this year by the County Council and government has addressed the visible damage caused by the severe winter conditions and it is anticipated that the maintenance backlog is at a similar level to that reported last July (£86m). Reducing the investment will lead to deterioration in highway condition. Lower cost treatments will be used, where appropriate, to maintain the serviceability of the asset but these will not address the underlying deterioration, leading to increased costs in future years.
- 3.3. Previously, the funding for Non-Principal Roads has been supplemented by £7m from the County Council to provide for additional structural repairs to carriageways, footways and drainage. In future all capital borrowing costs will be funded from within departmental budgets. Given the current financial pressures any additional borrowing to support the programme would have an adverse impact of the delivery of other services, particularly routine highway maintenance and is not recommended. Should the financial situation ease, and data shows the expected deterioration in condition, bids will be made for additional resources.
- 3.4. Following the 19 September 2007 Overview and Scrutiny Panel report on Highway Asset Performance, Members agreed to an investment of £1m per year for five years from 2008/09 to ensure obsolete traffic signal equipment is replaced. The replacement works are progressing well and so far 44 traffic signal installations have been upgraded out of the 75 installations requiring

replacement work. In light of this and the financial constraints in 2011/12, an allocation of £700,000 is recommended.

#### **4.0 Integrated Transport**

- 4.1. Integrated transport funding covers all expenditure on new infrastructure such as improvements at bus interchanges and rail stations, cycleways, pedestrian crossings, footways, traffic management, local safety schemes, route and junction improvements.
- 4.2. The proposed allocation, taking account of the Strategic Review workstream on the capital programme, amounts to £2m. The budget summaries including the breakdown of the proposed programme by scheme type is detailed in Appendix A. A more detailed scheme by scheme implementation programme is detailed in Appendix C.
- 4.3. Due to the substantial reduction in integrated transport funding from the pre in-year cut level of £9.965m to £2m, the proposed programme now only covers previous commitments made, such as the £300,000 County Council contribution towards the Moving Thetford Forward bus interchange project, a very small number of low cost new improvement schemes and potentially contributions to developing major schemes.
- 4.4. Due to the small financial allocation, there is an increasing importance to working together in partnership with other stakeholders and to maximise external funding opportunities (which generally require part or match funding). This continues the good work done to date which has resulted in significant amount of funding being drawn into improving the streetscene, walking, cycling and public transport links in places such as King's Lynn and Great Yarmouth.
- 4.5. The significant change in the funding situation has resulted in a number of schemes which were being progressed now being unaffordable in the short term. Combined with new requests and those schemes which were deferred as part of the in-year budget reductions, it now means a backlog of planned improvement schemes now exists. These will be worked through as part of the annual £2m integrated transport programme, although with a much slower implementation rate than previous levels. Customer expectations will therefore need to be sensitively managed. Especially as a significant amount of highways related petitions, correspondence and issues raised at Town and Parish Council meetings evolve around the need for new infrastructure.
- 4.6. This will affect several high profile schemes, which will now be medium term aspirations rather than short term ones.
- 4.7. For inclusion in the programme all schemes have been assessed against their contribution towards the six main aims that support the vision in the Local Transport Plan, Connecting Norfolk (summarised in 1.4). Due to the limited funds available it is more essential than ever to ensure schemes deliver value for money and deliver the required outcomes in the Connecting Norfolk vision.

- 4.8. There may be a requirement for funding from the £2m integrated transport budget to cover the blight costs for the Gt Yarmouth Third River Crossing. This follows the Cabinet decision in December 2009 to announce a preferred route for the crossing, which subsequently blighted several properties. Total blight costs are in line with original estimates, however claims have come forward faster than expected. Blight costs of £1.86m are expected in 2010/11. It is estimated that further costs of up to £965,000 could be expected, although the timing of these costs is uncertain, but in the worst case this would all fall in 2011/12. In 2010/11 these costs have been contained within the overall highways capital programme and a proposed use of £800,000 funding from the Norfolk Infrastructure Fund. If no other funding source is found in 2011/12, then in the worst case scenario it will need to be funded from the £2m integrated transport budget, which would result in programmed schemes being deferred.

## 5.0 **Other Funding**

### 5.1. **Supplementary County Council Funding**

- 5.1.1. Included within the table Appendix A (under the heading Other Funding) is £750,000 provisional County Council funding in 2011/12 and 2012/13 for development of the Northern Distributor Road (NDR), which is a key part of NATS and the Joint Core Strategy for Norwich and Norfolk. The NDR had previously received Programme Entry status and funding from Government, however following the Spending Review it is now shortlisted as part of the Government Major Projects fund. Bids for this Major Project fund are expected to be made and the appraisal process completed during 2011. The provisional funding in 2012/13 will need to be reviewed following the outcome of this process. It should be noted that the provisional County Council funding has not been confirmed and is a future potential funding risk – see section 10.

### 5.2. **Developer Funded Schemes (Section 106 & 278 Agreements)**

- 5.2.1. In recent years several schemes have been carried out on the highway which are as a result of planning permissions for development. The County Council has no direct influence on the timing of this expenditure, which is dependent on phasing of developments. There is also no guarantee that any of the obligations or works secured in agreements will come to fruition if, for instance, the planning permission was allowed to lapse and the development did not take place. At the present time there are no major development led highway improvements confirmed and secured in legal (Section 278) agreements for 2011/12. Current Section 106 agreements also secure around £110,000 in contributions to highway improvement measures which are expected to be delivered in 2011/12. However, we are aware of some significant recent planning applications which may result in work on the highway in 2011/12.

### **5.3 Other Sources of Funding**

#### **5.3.1 Norwich Community Infrastructure Fund (CIF)**

CIF is a fund set up by Government for councils in Growth Areas and Growth Points for a variety of services including transport. The County Council bid for £21m funding for Postwick Hub, including the new junction with the A47 at Postwick. Although the bid was successful, the funding has not yet been released as it was also impacted by the Government's Spending Review. The County Council and the Greater Norwich Development Partnership are seeking further clarification about the status of the CIF funding, however it is likely to be dependent on resolving the NDR appraisal during 2011 as outlined in 5.1.1 above. Therefore the funding is indicatively shown on the programme as 'other funding' in 2012/13.

#### **5.3.2 Norwich Growth Point**

The Greater Norwich Development Partnership was allocated £14.2m capital funding for the period 2008/11. Several major transport schemes have been delivered including St Augustine's Gyratory improvements, Grapes Hill and Newmarket Road Bus Priority measures. In 2011/12 allocations are still available for:

- Postwick Park and Ride Expansion (£3.4m funded from Norwich Growth Point and £2m CIF funding);
- £1.25m for Norwich Dereham Road bus priority measures.

The timing of the park and ride works is dependent on delivery of the Postwick Hub junction, as detailed in 5.3.1 above, but the Dereham Road works are anticipated to be delivered in 2011/12.

#### **5.3.3 Local Sustainable Transport Fund**

In September 2010, the Department for Transport announced the creation of a new funding source – the Local Sustainable Transport Fund. The aim of this fund will be to change travel patterns and encourage more sustainable journeys in ways that stimulate economic growth. Nationally there will be £30m capital and £50m revenue funding available in 2011/12. More details on the fund and the bidding process are expected imminently. However, we hope to be able to bid for funding to enable some of the deferred schemes (from the in-year cuts and due to the reduced integrated transport budget) to be implemented.

#### **5.3.4 Other sources of capital funding included in the proposed 2011/12 Capital Programme (included under the heading 'Other Funding' in Appendix A) include:**

- £250,000 of Sustrans Big Lottery Connect 2 funding for a cycle link between Watton and Griston.
- Funding from Sustrans as part of Cycling England's School Link project in Watton (£50,000 remaining of original £250,000 award as schemes also implemented in 2010/11) and Watlington (£65,000). Bids also made for future schemes in Wymondham, Attleborough and Thetford.

- A total of £3.2m of Moving Thetford Forward funding for a new bus interchange in the town, and a further £100,000 for a new cycle link to Haling Path in Thetford.
- £590,000 from Great Yarmouth Borough Council for the second phase of highway works related to the St George's Theatre enhancements.
- £30,000 from EEDA (currently held by the City Council) as part funding towards cycling improvements on Yarmouth Road relating to the Whitlingham Bridge Connect 2 project.
- Potentially £1m from Broadland District Council for the construction of a cycleway between the proposed Ecotown in Rackheath and Sprowston.

## 6.0 **Transport Asset Management Plan 2011-2015 (TAMP)**

6.1. The TAMP is updated annually and approved by Cabinet and Full Council. A hardcopy of the TAMP approved by full Council on 27 September 2010 is available in the Members Room. The Panels comments are sought on the proposed subsequent changes, which are:

- Updating the references to the Local Transport Plan
- Updating budget and financial information following the setting of budgets for 2011/12, with the exception of information on expenditure in 2010/11
- Changes to service standards as detailed in Appendix D, arising from the Strategic Review, Workstream 4 on the review of the Highway Defect Risk Register.

## 7.0 **Conclusion**

7.1. A summary of the recommended budgets, and a programme for 2011/12 and a provisional programme for 2012/13 is included in Appendices A, B and C. These programmes are subject to change depending on the progress of individual schemes through the design and consultation process. In addition, the programme may vary depending on the level of contributions to the programme from other funding sources. If there are significant changes these will be reported to Cabinet. The Director of Environment, Transport and Development will manage the two year programme under Chief Officer delegated powers to maximise value for money, scheme delivery and budget utilisation.

7.2. The decrease in budgets increases the need to achieve savings in the costs of designing and constructing schemes, these include:

- Reviewing design processes;
- Reviewing the current partnership arrangements with May Gurney and Mott MacDonald through the Strategic Review, and;

Exploring other means of procurement through collaboration with Suffolk County Council and the East of England Highways Alliance.

## 8.0 **Resource Implications**

### 8.1. **Finance:**

Cabinet will ultimately consider the overall Capital Programme which will include the contents of this report. This report does not recommend any borrowing. If any borrowing costs are incurred in delivering the capital programme, they will have to be accommodated within departmental budgets.

### 8.2. **Property:** Some of the schemes will require the acquisition of land.

### 8.3. **Staff:** As a result of the in-year budget reductions, mentioned in paragraph 1.2, design and construction resources have been reduced. The suggested structural maintenance and integrated transport budgets represent a further reduction with consequent impacts on staff resources. A staff consultation will be undertaken later this month on proposals to accommodate the reduction.

## 9.0 **Other Implications**

### 9.1. **Legal Implications :** The legal implications of individual schemes will be evaluated as part of the project delivery process.

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

The suggested programme implements the outcome of Workstream 3 of the Strategic Review.

The proposals for priorities will help ensure that existing levels of access, in terms of the highway, do not significantly decline, by prioritising work to maintain the existing asset. The extent to which accessibility can be improved or increased through improvements to infrastructure, or provision of new infrastructure, will be reduced as a result of reduced funding being available for this purpose and an increase in the use of lower cost options. A detailed equality impact assessment for the review did not identify any significant areas of concern.

### 9.3. **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.

## 10.0 **Section 17 – Crime & Disorder Act**

### 10.1 Transport schemes which are developed through the Local Transport Plan capital programme will be individually assessed for their crime and disorder implications.

## 11.0 **Risk Implications/Assessment**

### 11.1 The main risks to the 2011/12 programme are whether any further Great Yarmouth Third River Crossing Blight costs are received (see section 4.8). We are in discussion with DfT regarding the approval process for the NDR, therefore it is not possible to be precise about the level of resource required at this stage. To mitigate these and their potential impacts on the Integrated

Transport programme, it is suggested that if necessary, the Director in consultation with the Cabinet Member could increase the Integrated Transport programme up to £3m by reducing the structural maintenance allocation.

- 11.2 There is a risk with the larger non-Local Transport Plan funded schemes (such as carry over costs from the King's Lynn CIF project, NDR etc) that if they overspend, any shortfall may need to be funded from the Highways Capital Programme. To accommodate this, programmed schemes may need to be deferred to prevent an overspend on the overall Highways Capital Programme.
- 11.3 Any scheme specific risks and implications will be assessed and mitigated during the development of each scheme.

## Action Required

That this Overview and Scrutiny Panel:

- (i) is invited to comment on the contents of this report, in particular the reallocation of integrated transport funding to structural maintenance to partially address the deterioration in highway condition, and recommend it to Cabinet for approval;
- (ii) is invited to comment on the proposed changes to the Transport Asset Management Plan for 2011 to 2015 and recommend it to Cabinet for approval;
- (iii) recommends to Cabinet the use of Chief Officer delegated powers, in consultation with the Cabinet Member, to manage the two year programme, including the possible increase in the Integrated Transport programme to £3m to deal with any major scheme cost pressures if they arise.

## Background Papers

Connecting Norfolk – Norfolk's Transport Plan  
Final Second Local Transport Plan for Norfolk 2006-2011  
Transport Asset Management Plan 2010/11-2014/15 (TAMP)

## Officer Contact

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

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If you need this report in large print, audio, Braille, alternative format or in a different language please contact Grahame Bygrave on 01603 638030 or textphone 0844 8008011 and we will do our best to help.



## APPENDIX A: Norfolk County Council - Highways Capital Programme - 2010/11 to 2012/13

Scheme Type	2010/11	OTHER FUNDING	2011/12	OTHER FUNDING	2012/13	OTHER FUNDING
Majors Accepted	0	0	0	0	0	0
Majors Developing	718	6,000	0	750	0	21,750
Public Transport Schemes	1,332	610	500	3,537	540	0
Pedestrian & Cyclist Improvements	2,745	1,005	525	1,555	495	0
Traffic Management, Road Improvements & Safety Schemes	2,429	3,209	775	620	765	0
Other Schemes, Future Fees & Carry Over Costs	0	0	200	0	200	0
<b>Integrated transport (excluding Majors Accepted):</b>	<b>7,224</b>	<b>10,824</b>	<b>2,000</b>	<b>6,462</b>	<b>2,000</b>	<b>21,750</b>
Detrunked Roads & Bridges	5,300	0	0	0	0	0
Structural Maintenance (inc DfT & NCC Winter Damage funding)	20,434	11,014	23,948	0	23,226	0
Bridge Strengthening / Bridge Maintenance	1,700	0	1,500	0	1,500	0
<b>Totals:</b>	<b>34,658</b>	<b>21,838</b>	<b>27,448</b>	<b>6,462</b>	<b>26,726</b>	<b>21,750</b>

### Notes:

1. Above figures in £000's
2. DfT (Local Transport Plan) funding detailed under main year headings i.e. 2011/12
3. Other Funding includes Section 106, Section 278, County Council & Major Scheme funding

<b>APPENDIX B: Structural Maintenance Budget Proposed Allocations 2011/12 (City &amp; County)</b>	
<b>Funding</b>	£
LTP Structural Maintenance Grant	25,000,000
County Contribution	0
De-trunk grant	0
Capital Improvement	0
Supply Chain contribution	0
Winter damage Government Grant	0
Winter Damage Council additional contribution	0
	<b>25,000,000</b>
<b>Spending</b>	
<b>Countywide specialist</b>	
Bridges	1,500,000
Bridges De-trunk	
Traffic Signal Replacement (3rd of 5-yr prog)	700,000
Traffic Management	0
HGV Signing	0
Park & Ride	6,000
	<b>2,206,000</b>
<b>Roads</b>	
De-trunk Principal Roads (Surfacing)	
De-trunk Principal Roads (surface treatment)	
Principal Roads (Surfacing)	4,059,000
Principal Roads (Surface Treatment)	2,246,000
Principal Roads (SCRIM)	250,000
B roads (surfacing)	1,156,000
B roads (surface treatment)	1,039,000
C roads (surfacing and haunch)	1,559,000
C roads (surface dressing)	3,000,000
U roads (surfacing and haunch)	710,000
U roads (surface dressing)	3,000,000
Winter Damage Patching	0
	<b>17,019,000</b>
<b>Carry-over costs etc.</b>	<b>1,225,000</b>
<b>Footways &amp; Drainage</b>	
Area Managers Schemes	200,000
Footways - Category 1 & 2	450,000
Footways Category 3 & 4	2,748,000
Drainage	1,600,000
	<b>4,998,000</b>
<b>Summary</b>	
Total Structural Maintenance & Bridges Spending	<b>25,448,000</b>

**APPENDIX C: Proposed Highways Capital Improvements Programme 2011/12/13**

Integrated transport - Scheme Type	Location / Description	2011/12	OTHER FUNDING	2012/13	OTHER FUNDING	Comments
Majors Accepted	Postwick Interchange	£0			£21,000,000	Assumes funding for Postwick Interchange is still available
Majors Developing	NDR	£0	£750,000	£0	£750,000	Corporate funding for NDR development
Public Transport Schemes	Norwich DDA Bus stop upgrades	£25,000		£25,000		
	County DDA Bus stop upgrades	£25,000		£85,000		
	Strategic Traffic Light Priority	£15,000		£15,000		
	DRT - Demand Responsive Transport	£90,000		£90,000		
	BusNet / Smartcard	£25,000		£25,000		
	Thetford Bus Interchange	£185,000	£2,500,000	£115,000		£300,000 NCC contribution towards £3.183m Moving Thetford Forward Bus Interchange scheme. All other interchange schemes will need to be deferred (Watlington, Dereham, Norwich, West Lynn)
	Cromer Bus Interchange	£85,000				
	Diss Railway Station Access Improvements			£30,000		
	Market Towns Public Transport Interchange Improvements	£50,000		£50,000		
	Norwich - Dereham Road Bus Priority	£0	£1,037,000			Other funding from Dereham Road GNDP scheme
	Unallocated Public Transport Funding			£90,000		
Pedestrian & Cyclist Improvements	Rackheath Ecotown Cycleway (Partnership scheme with Broadland DC)	£100,000	£900,000	£100,000		Other funding from Broadland DC
	Watton to Griston Cycleway (funded by Sustrans)	£0	£290,000			Connect 2 / Sustrans funding
	Watton - Wayland High School - Cycle Link - B1108 Norwich Road Section (Sustrans funded)	£0	£50,000			Connect 2 / Sustrans funding
	Thetford - Haling Path Improvements - Joint Partnership scheme with Moving Thetford Forward - Phase 2 - London Road link	£0	£90,000			Moving Thetford Forward funding
	Harleston - Improvements for pedestrians and cyclists (Section 106 funded)	£0	£50,000			Section 106 funded
	Attleborough - Cycle Network Improvements - Phase 1 - Station Road, Surrogate Street & Norwich Road Shared Use Facility - Design & Land			£10,000		Planned implementation in 2013/14
	Area Office Establishment Charges	£120,000		£120,000		£120,000 required for Initiatives Pot (capital saving for joint traffic signal office).
	Aylmerton - A148 Pedestrian Refuge (jointly funded with LSS for implementation in 2012/13) - Design only	£5,000		£25,000		
	Attleborough - Connaught Road (near Library) - Zebra Crossing & Build-outs	£50,000				
	South Wootton - Nursery Lane Zebra Crossing	£50,000				
	Norwich - Earlham Road - New pedestrian refuge outside Earlham Academy			£30,000		
	Unallocated Road Crossing scheme funding			£20,000		
	Sidestrand - Cromer Road - Footway (42.5pts = 12th priority)	£55,000				

**APPENDIX C: Proposed Highways Capital Improvements Programme 2011/12/13**

Integrated transport - Scheme Type	Location / Description	2011/12	OTHER FUNDING	2012/13	OTHER FUNDING	Comments
	Mundesley - Links Road - Footway (48.5pts = 4th priority)	£80,000				
	Foulsham - Claypit Road Footway (66 pts = 1st priority)	£55,000				
	Diss - Chapel Street (Mere St to Church St) - New Footway (£106 funded)	£0	£60,000			Section 106 funded
	Public Rights of Way in Towns & Villages - Urban Path Improvements	£10,000		£10,000		
	Wymondham - Silfield Road (between Silfield Street and existing footway) - Footway (43pts = joint 8th priority)			£75,000		
	Holt - Grove Lane (Pearson's Road to Meadow Close) - Footway (50pts = 3rd priority)			£75,000		
	Cromer - Hall Road (A148 to Meadow Close) - Footway Feasibility Study (47pts = joint 4th priority)			£5,000		
	South Walsham - School Road (school to Broad Lane) - Footway Feasibility Study (47pts = joint 4th priority)			£5,000		
	Unallocated Walking scheme funding			£30,000		
	Thetford - Queensway First & Middle School - Shared Use Cycle Facility between Fulmerston Road and Bury Road	£0	£50,000			Will only be progressed if Sustrans / Thetford Growth Point funding is available
	Watlington Community School - SHJ2S Phase 2 - Fairfield Lane / Rectory Road - Shared Use Facility	£0	£65,000			Will only be progressed if Sustrans funding available
Traffic Management, Road Improvements & Safety Schemes	Gt Yarmouth - St George's Theatre Enhancements (funded by GYBC)	£0	£590,000			Other funding from GYBC for St George's Theatre enhancements
	A47 to A1067 Link Road - Section 5 Walnut Tree Lane Junction Reprioritisation - Phase 1	£150,000				
	A47 to A1067 Link Road - Section 5 Walnut Tree Lane Junction Reprioritisation - Phase 2			£150,000		
	NATS - Norwich - Newmarket Road / Eaton Road Signalised Junction - Capacity Improvements (NATS funded as part of Traffic Signal Upgrade Programme)	£100,000				
	NATS - Norwich - Yarmouth Road Connect 2 links - cycle facilities to link into proposed Whtlingham Bridge (other funding from EEDA)	£10,000	£30,000			Other funding £30,000 from EEDA. Linked to Sustrans Connect 2 Whitlingham Bridge scheme.
	NATS Implementation Plan Measures	£40,000		£50,000		
	Norwich - Chapelfield North Public Transport Improvements & Westlegate Closure (NATS & Developer funded)			£100,000		
	Minor Traffic Management schemes - County	£115,000		£115,000		£125k minor TM works, £150,000 required for Civil Parking Enforcement. No other design or works. Figure to be reviewed at end of 2010/11
	Minor Traffic Management schemes - City	£10,000		£10,000		

# APPENDIX C: Proposed Highways Capital Improvements Programme 2011/12/13

Integrated transport - Scheme Type	Location / Description	2011/12	OTHER FUNDING	2012/13	OTHER FUNDING	Comments
	Civil Parking Enforcement	£150,000		£75,000		2012/13 funding may need to be brought forward to suit CPE spend profile
	Unallocated Traffic Management Funding			£75,000		
	Feasibility / Preliminary Design Fees	£25,000		£25,000		£25,000 Fees for feasibility, £175,000 for design and works
	Safety Partnership Schemes / Principal Maint bolt-ons etc	£50,000		£50,000		
	Weasenham to Fakenham - A1065 - LSS - Visibility and surfacing improvements	£8,000				
	Rackheath - A1151 - Muck Lane to Green Man public house - LSS - Signing & Lining Improvements	£2,000				
	Gt Yarmouth - Caister Road - LSS - Speed Limit Review , Signing & Lining Improvements	£10,000				
	Walpole Highway - C570 - LSS - Signing & Lining Improvements & Speed Limit Review	£10,000				
	King's Lynn - C8 High Road - LSS Lining Improvements - Contribution to Maintenance scheme / Palm Paper funded scheme	£10,000				
	Ashwellthorpe - C594 Silfield Road - LSS - Signing & Lining Improvements	£5,000				
	Scottow - B1150 - LSS - Signing & Lining Improvements	£5,000				
	Old Buckenham - B1077 / Fenn Street Junction at Puddledock - LSS - Signing & Lining Improvements	£7,000				
	Garboldisham - C142 / C152 Crossroads - LSS - Signing & Lining Improvements	£5,000				
	Aylmerton - A148 - Pedestrian Refuge near petrol station / shop - joint funded with Road Crossing budget			£25,000		
	Unallocated LSS scheme funding	£63,000		£120,000		To be allocated to low cost Safety schemes with high rates of return identified through the year
Other Schemes, Future Fees & Carry Over Costs	Car Clubs / CO2 reduction measures	£50,000		£50,000		£50,000 for Car Clubs and other CO2 reduction measures
	Fees for future schemes	£50,000		£50,000		Assume this would fund 8 new feasibility studies
	Carryover Costs / Land Costs	£100,000		£75,000		Can be reduced in future years
	<b>Totals:</b>	<b>£2,000,000</b>	<b>£6,462,000</b>	<b>£2,000,000</b>	<b>£21,750,000</b>	

## Notes:

1. If Postwick Interchange progresses, a contribution of £600,000 is required from LTP funds.
2. The improvements element of the overarching partnership fees will need to be funded from the above £2m budget.
3. The above takes no account for any project slippage from 2010/11
4. Any Blight costs for Gt Yarmouth 3rd River Crossing will need to be funded from the above programme.

## **APPENDIX D: TAMP Strategic Review - Highway Defect Risk Prioritisation Review**

### **Objective:**

To review the current risks and prioritisations detailed in the TAMP risk register for highway defects, specifically the 2hr and 24hr responses, with a view to adjusting service response levels to a more appropriate standard.

### **Defect Categorisation:**

The 2005 Code of Practice defines defects into two categories –

- Category 1 – those requiring prompt attention because they represent an immediate or imminent hazard or because there is a risk of short-term structural deterioration
- Category 2 – all other defects

The CoP states that Category 1 defects should be made safe as soon as possible, with a repair of permanent or temporary nature, but in any case within 24 hours.

Category 2 defects are those that can be scheduled for repair on a planned basis. NCC currently categorises such defects as High (cat. C - 14 days), Medium (cat. D – 28 days), or Low (cat. E – over 28 days, effectively 84 days maximum).

NCC currently employs a high level response time of 2 hours for the Category 1 defects considered to pose a higher risk.

### **Evaluation Process**

The evaluation process was structured as follows -

- The establishment of a representative 'cross service' working group.
- Assessment of personal injury and damage claim data.
- Review of HDRR defect description, severity, and response

### **Summary Review**

The group carried out a review of the risk register, making 19 number categorisation additions and improvements, relaxing 39 number minimum response times, and rendering a further two number response times more rigorous.

Adoption of a next working day response, beyond 24hrs, was also evaluated. Whilst the operational benefits of such a relaxation were recognised, it was not considered appropriate to adopt a policy of a lesser standard than the CoP recommendation. The ability to defend third party claims was of particular concern.

## **APPENDIX D: TAMP Strategic Review - Highway Defect Risk Prioritisation Review**

### **Recommendation**

That Norfolk adopts, as a general principle, a 24hr response to Category 1 defects, utilising wherever possible, a 'next working day' approach. Cost savings can be achieved through the improved planning of works and reduction in disruption costs associated with reactive operation.

NB: On occasion, foreseeable severe network defects, posing a significant risk, will arise, and will warrant an improved response. Their identification remains within the risk register as a defined 2 hour response.

### **Risk Register Amendment Summary**

*See following pages*

## APPENDIX D: TAMP Strategic Review - Highway Defect Risk Register

### Summary of Changes

Response time eased allowing more flexibility	=	39
Response time more rigorous to reduce risk	=	2
Response new to give greater guidance	=	19

### Response Arrangements timescales

Response	Timescale	Order	Timescale
Response A	2 hours	Priority A	2 hours
Response B	24 hours	Priority B	24 hours
Response C	Up to 14 days	Priority C	Up to 14 days
Response D	Up to 28 days	Priority D	Up to 21 days
Response E	More than 28 days (repair during next available programme, schedule a more detailed inspection or review condition at next inspection)	Priority E	Up to 84 days (12 weeks)

### Hierarchy Descriptions for Category 4 Roads

Category	Sub / Category / Description
4a (urban)	Remaining link roads 40 mph or less
4a (rural)	Remaining link roads greater than 40mph
4b (urban)	Typically cul-de-sac's or loop roads without significant traffic generators 40 mph or less
4b (rural)	Typically cul-de-sac's or loop roads without significant traffic generators greater than 40 mph



Ref	Item	Hazard	Position	Extent	Detail / Information	Existing Response	Proposed Response
1	Carriageway	Pothole	All	40mm to 74mm	4b rural	B	D
			All	75mm to 99mm	4a urban	A	B
					4a rural	A	B
					4b rural	B	D
			All	100mm +	4b rural	A	B
3	Carriageway	Sunken Cover or level difference within framework	All	Highway Authority 40mm to 74mm	4b rural	B	D
			All	Highway Authority above 75mm	4a urban	A	B
					4a rural	A	B
					4b rural	B	D
5	Footway	Pothole / Trip inc erupting tree roots, high low flag (all surfaces)	All	Greater or equal to 20mm & less than 30mm	2 Principal Urban	C	D
					3 MD/Access Routes u	C	D
					4a urban	C	D
					Town centre	C	D
					Outside School/Doctors/OAP home	C	D
					Formal shared use footway /	C	D
		Trip - Gaps between Flags, open cracks all surfaces	All	More than (20mm wide x 20mm deep)	2 Principal Urban	C	D
					3 MD/Access Routes u	C	D
					4a urban	C	D
7	Footway	Depression	All	Depressions / Crowning greater than 50mm, over 1 metre	Town centre	C	D
					Vulnerable site	C	D
					Formal shared use footway / cycleways	C	D
8	Footway	Cracked Cover	All	Unstable (all)	2 Principal Urban	A	B
					2 Principal Rural	A	B
					3 MD/Access Routes urban	A	B
					3 MD/Access Routes rural	A	B
					4a urban	A	B
					4a rural	A	B
					4b urban	A	B
					4b rural	A	B
		Sunken Cover or level difference within framework		Highway Authority 20mm to 30mm	2 Principal Urban	C	D
					3 MD/Access Routes urban	C	D
					4a urban	C	D
					Town centre	C	D
					o/s school/doctors/OAP home	C	D
					Formal shared use footway / cycleways	C	D

Ref	Item	Hazard	Position	Extent	Detail / Information	Existing Response	Proposed Response
9	Verges	Overrunning	Fall from edge adjacent to road	40mm to 74mm	All roads	D	E
				75mm +	2 Principal Rural	C	D
					3 MD/Access Routes rural	C	D
14	Signs	Unlit Signs worn/missing/obscured	All	All	Signs giving orders (previously mandatory signs)	B	C
		Signs - Lack of overhead clearance over footways 2.1m	All	All	Formal shared use footway / cycleways	C	B
18	Hedges and Trees *Highway Authority (Please refer to procedures concerning private Hedges trees)	Lack of overhead clearance footways 2.1m of vegetation - Vegetation fallen	All	Footway	Formal shared use footway / cycleways	C	B
22	Trod (Unbound footpath - Typically planings, hoggins material)	Narrowing of Trod by encroachment	All	Visible surface remaining of 600mm	All highways		D
		Depression	All	Depressions / Crowning greater than 100mm, over 1 metre	All highways		D
23	Soft Road (Unbound road with highway vehicular rights - Typically planings, type 1 sub-base)	Narrowing of passable width by verge encroachment	All	Vehicle unable to pass	All highways		D
		Depression	All	Depressions / Crowning greater than 200mm, over 1 metre	All highways		D
22	Kerbs	Out of Horizontal Alignment	All	Projection of 25mm	All highways		E
				Projection of 75mm	All highways		D
		Out of Vertical Alignment or loose / rocking	All	13mm to 19mm	All highways		E
				Greater or equal to 20mm & less than 30mm	All highways		D
			All	Greater or equal to 30mm	2 Principal Urban		B
					2 Principal Rural		C
					3 MD/Access Routes urban		B
					4 MD/Access Routes rural		C
					4a urban		B
					4a rural		C
					4b urban		B
					4b rural		C
					Town centre		B

Ref	Item	Hazard	Position	Extent	Detail / Information	Existing Response	Proposed Response
					Outside School/Doctors/OAP home		B
					Formal shared use footway /		B

## **Environment, Transport and Development Strategic Review**

Report by the Director of Environment, Transport and Development

### **Summary**

The ETD Strategic Review is the Environment, Transport and Development Department's review for transforming its services in line with the Norfolk Forward programme.

The review, which has been overseen by a cross-party Member Board, has focussed on key areas of work. The first is the assessment of future service delivery options, which has included negotiations with May Gurney and Mott MacDonald to identify potential additional financial arrangements in parallel to exploring other procurement options. The findings of this work will be considered by Cabinet at their meeting 24 January 2011 (the draft report for this meeting is included at Appendix A). They will consider a recommendation to not exercise the 8 year break point for the contracts and to continue them until their full term to April 2014 under re-negotiated arrangements, which would provide savings of around £1.5m each year from April 2011 onwards.

The other key element of the review has been the assessment of service transformation options for ETD services, including service standards, levels and delivery methods. This work was carried out by a number of workstreams, reporting to the Strategic Review Board.

These workstreams have now concluded and the outcomes are summarised at Appendix B. In some areas, agreed changes have already been implemented (for example the Highway and Community Rangers service has been rolled out across the county), for some the key principles for future service delivery have been established (for example giving local councils and opportunity to take on more street scene services in their area) and for others some proposals have been included in the Big Conversation (for example the proposal for a re-focused, more targeted Public Rights of Way service). The outcomes of these workstreams will now be fed into the Service Planning process for 2011/14, the highway capital programme for 2011/12 and beyond, the Big Conversation and in consideration of the next procurement (whether in 2012 or 2014).

### **Action Required**

- (i) To note and comment on the conclusions of the Strategic Review set out in this report, in particular the proposed way forward for a future service delivery method set out in the draft Cabinet report at Appendix A.

## **1. Background**

- 1.1. The ETD Strategic Review is the department's review for transforming its services in line with the Norfolk Forward programme. This includes reviewing the current Partnership arrangements with Mott MacDonald and May Gurney in advance of the 8 year break point in the current contracts (September 2012).

- 1.2. A report was presented to the ETD Overview and Scrutiny Panel meeting on 21 July 2010 detailing the Strategic Review proposals for ETD. This was followed by a similar report to Cabinet on 9 August 2010. These reports provided specific information about the Partnership and the scope of the Strategic Review, its governance and timescales and presented the critical success factors to be included within the Strategic Outline Case.
- 1.3. A further report was presented to the ETD Overview and Scrutiny Panel meeting on 17 November 2010 with an update on progress. The Panel also considered the findings of Workstream 3 (size and prioritisation of the highway capital programme), which have informed the development of the highway capital programme for 2011/12 and beyond (there is a separate report on the agenda for this).
- 1.4. Since that time, further work has been carried out, overseen by a cross-party Member Board, to complete the Review and the outcomes of this are set out in this report.

## **2. Future service delivery method**

- 2.1. One of the key elements of the review has been the assessment of future service delivery methods. Negotiations have been held with May Gurney and Mott MacDonald to identify potential additional financial benefits from existing arrangements, in parallel to exploring other procurement options. The findings of this work and a proposed way forward are set out in the draft report at Appendix A. This report will be considered by Cabinet at their meeting on 24 January.
- 2.2. Detailed information on the outcomes of the negotiations, including further information on the £1.5m savings identified, is set out in a confidential report considered by the Strategic Review Board at the meeting on 17 November, a copy of which is included as Annex 1 of Appendix A. This annex sets out some detailed commercial information relating to fees and costs associated with the current contracts with Mott MacDonald and May Gurney. The public interest in disclosing this information is outweighed by the public interest in non-disclosure. Disclosing this type of commercial information may impact on the Authority's ability to obtain best value in any future procurement exercises. Disclosure could also have a detrimental impact on Mott MacDonald and May Gurney's ability to participate in the procurement process for any contracts of a similar nature, either with the County Council or other organisations, as it would essentially make commercially sensitive information available to their competitors.

## **3. Review of service standards, levels and delivery methods**

- 3.1. The other key element of the review has focused around 8 service areas in Environment, Transport and Development. For each of these, an officer workstream was set up to assess service transformation options, including service standards, levels and delivery methods. In some areas, this work has been supported by Member Advisory Groups.
- 3.2. These workstreams have now concluded and the outcomes are summarised at Appendix B. In some areas, agreed changes have already been implemented (for example the Highway and Community Rangers service has been rolled out across the county), for some the key principles for future service delivery have been established (for example giving local councils and opportunity to take on more street

scene services in their area) and for others some proposals have been included in the Big Conversation (for example the proposal for a re-focused, more targeted Public Rights of Way service).

- 3.3. There is a separate report on the agenda detailing the outcomes from the Big Conversation. Feedback from the Big Conversation will feed into the service planning process for 2011/14 which shall include the workstream outcomes and details of the highway capital programme for 2011/12 and beyond, where financial constraints permit.
- 3.4. Individual workstreams have been tasked with determining the most effective means of performance measuring and monitoring for their individual area of service delivery as part of the authority wide review of performance measurement. Performance measures will be considered as part of the Service Planning process for 2011/14 and included, as appropriate.
- 3.5. The Strategic Review Board has now concluded it's work, and any further work to implement the service changes and improvements identified will be taken forward by officers as part of day to day working. Any future work on procurement could be overseen by a Member Project Board, set up at an appropriate time.

#### 4. **Resource Implications**

- 4.1. **Finance** : The re-negotiated proposal (set out in Appendices A and B) represents an annual saving to the Council of £1.5m per year.

The Strategic Review has developed proposed changes to services in the light of a reduction in funding in the future. The viability of the service changes identified will be considered in light of the feedback from the Big Conversation and fed into service and budget planning.

- 4.2. **Staff** : Some of the proposed service changes, if implemented, will have an impact on staffing levels. Consultations with staff on detailed proposals are being carried out within the Department of Environment, Transport and Development.

#### 5. **Other Implications**

- 5.1. **Legal Implications** : Legal implications of individual proposals are being considered at appropriate stages, for example as part of service development and implementation.

- 5.2. **Equality Impact Assessment (EqIA)** : The outcomes of the workstreams include proposals which reduce the level and standard of services to enable a service to be delivered within the reduced budgets that are anticipated, and equality impact assessments have been carried out for all of these proposals.

The proposals for priorities will help ensure that existing levels of access, in terms of the highway, do not significantly decline, by prioritising work to maintain the existing asset, and no existing assets will be removed. The extent to which accessibility can be improved or increased through improvements to infrastructure, or provision of new infrastructure, will be reduced as a result of reduced funding being available for this purpose.

Reducing existing standards, or introducing lower cost maintenance options, is likely to have an impact on disabled groups. For example, the use of trods as an alternative to footways will result in a lower standard of path being put in place which

may be more difficult for individuals with mobility problems or the blind and partially sighted to use.

Encouraging local councils to take on responsibility for more street scene services in their areas will help to ensure that local communities are able to take action to improve their local area and to address any local needs, for example carrying out additional grass cutting or acting as a warden for Public Rights of Way.

- 5.3. **Communications** : Some of the proposals identified as part of the Strategic Review include reductions in service delivery or standards, and it is possible that customer satisfaction may reduce because of this. Extensive consultation is being carried out as part of the Big Conversation.
- 5.4. **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.
6. **Section 17 – Crime and Disorder Act**
- 6.1. None.

## Action Required

- (i) To note and comment on the conclusions of the Strategic Review set out in this report, in particular the proposed way forward for a future service delivery method set out in the draft Cabinet report at Appendix A.

## Background Papers

Reports to the ETD Overview and Scrutiny Panel 21 July and Cabinet 9 August – recommending a Strategic Outline Case setting out the strategic direction and future delivery options

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

## Officer Contact

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

**DRAFT - Environment, Transport and Development  
Strategic Review – future service delivery method**

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

**Summary**

The Council has contracts in place with May Gurney (MG) and Mott MacDonald (MM) to deliver a range of Environment, Transport and Development services. These contracts began in 2004 for a period of 10 years, with provision for break points at years 5 and 8. A decision on whether to exercise these break points is needed around 2 years in advance.

In July 2010, Cabinet agreed to extend the year 8 break point by 6 months to 30 September 2012. Since that time, a range of procurement options have been assessed and negotiations carried out with MG and MM to identify additional financial benefits within existing arrangements in parallel. The outcome of this work is that there are essentially two main options for the Cabinet to consider:-

1. To not exercise the right to break the contract at the year 8 break-point and take the additional financial benefits to the Council identified through re-negotiation; or
2. To exercise the right to break the contract at the year 8 break-point and re-procure new contracts under new arrangements.

Negotiations with May Gurney and Mott MacDonald have identified around £1.5m p.a. of savings for April 2011 onwards, if the contracts run until 2014. There is also potential for additional savings. Although a re-procurement would enable a wider range of changes to be considered, a new contract would have to deliver twice the level of annual savings to have the same impact as the re-negotiated arrangement by 2014. It is not possible to determine the level of savings, if any, that could be achieved from any re-procurement without going to the market. Early re-procurement would also preclude collaboration with Suffolk County Council.

**Recommendation**

It is recommended that, in relation to the Environment, Transport and Development Department's contracts with May Gurney and Mott MacDonald:-

- (i) The 8 year break point is not exercised and the contracts continue until their full term to April 2014 under the re-negotiated arrangements.
- (ii) The Director of Environment, Transport and Development and Head of Procurement, in consultation with the Cabinet Member for Travel and Transport, continues negotiations with Mott MacDonald and May Gurney, including pursuing the potential transfer of further construction works to May Gurney, and that any additional new arrangements identified are implemented provided there are clear benefits and no increase in costs for the Council.
- (iii) The Director of Environment, Transport and Development and the Head of Procurement carry out work to prepare for the procurement of a new contract to commence April 2014, including active consideration of potential collaboration with Suffolk County Council and/or the Eastern Highways Alliance. The work will need to commence during 2011.



## 1. Background

- 1.1. The Council's existing Partnership with May Gurney and Mott MacDonald began in July 2004. The Partnership is based on a contractual arrangement between the County Council and the two partner organisations which, although in a legal sense does not form a partnership, is operated as one in order to maximise the benefit to the Council.
- 1.2. The period of the contracts is 10 years, with provision for break points at 5 and 8 years. A decision on whether or not to terminate the contracts at these break points needs to be made around 2 years in advance to allow sufficient time for any new procurement process to be completed and new contractual arrangements set up, before the existing contracts expire. A review was carried out in advance of the 5 year break point, which concluded that the Partnership was performing well and resulted in a Cabinet decision not to terminate the contracts.
- 1.3. The 8 year break point for the contracts was 31 March 2012. In July 2010, the Cabinet agreed to extend this break point by 6 months, to 30 September 2012. This was to ensure the department is able to meet the demands of a, potentially, significant and complex procurement exercise, should one be required. This change to the existing contracts has been completed and agreed with May Gurney and Mott MacDonald.
- 1.4. Cabinet also agreed for the Director of Environment, Transport and Development and Head of Procurement to undertake preliminary renegotiation with the current Strategic Partners to identify potential additional financial benefits from existing arrangements, in parallel to exploring other procurement options. This work has been carried out as part of the ETD Strategic Review, overseen by a cross-party Member Board which includes the following Members:-
  - Ian Mackie – Cabinet Member for Finance and Performance
  - Bill Borrett – Cabinet Member for Corporate Affairs and Efficiency
  - Graham Plant – Cabinet Member for Travel and Transport
  - Ann Steward – Cabinet Member for Sustainable Development
  - Alec Byrne – Chair of the ETD Overview and Scrutiny Panel
  - Bev Spratt – Deputy Cabinet Member for Travel and Transport.
  - James Joyce – Liberal Democrat representative
  - Richard Bearman – Green Party Representative

## 2. Procurement options

- 2.1. In August 2010, Cabinet approved the Strategic Outline Case for the ETD Strategic Review, which set out a number of procurement options. An option appraisal of all of the options has been carried out. Initial work identified that some options were not viable, and therefore these have been discounted:-
  - **Do nothing** – this exists as a comparator only.
  - **Terminate the Mott MacDonald contract and use other frameworks** – there is no guarantee of work to Mott MacDonald and therefore potential to reduce the amount of work allocated to them.
  - **PFI** – it is unlikely that PFI credits would be available from Government, and set-up costs/timescales for PFI contracts tend to be high/lengthy compared to

other contractual arrangements.

2.2. Essentially, there are now two main procurement options for Cabinet to consider:-

1. To not exercise the right to break the contract at the year 8 break-point and take the additional financial benefits to the Council identified through re-negotiation; or
2. To exercise the right to break the contract at the year 8 break-point and re-procure new contracts under new arrangements.

### 3. **Re-negotiation of existing contracts**

3.1. The Director of Environment, Transport and Development and Head of Procurement have undertaken preliminary negotiations with the current Strategic Partners to identify financial benefits that could be achieved from the existing contracts, if a decision was taken not to exercise the 8 year break point. A summary of the outcomes of these negotiations is below.

3.2. Work has been carried out to look at benchmarking the existing contract rates against the publicly published comparators available. The outcomes of this work were considered by the Strategic Review Board and they were satisfied that, from the information available, the existing contract rates continue to be competitive.

#### 3.3. **Mott MacDonald**

3.3.1. The existing contract with Mott MacDonald does not include any guarantees/ minimum level of work that the Council needs to put through the contract. Annual turnover in 2010/11 is around £5m, but this is expected to reduce by more than 80% to between £0.75m and £1m. Because of this, the scope to achieve significant savings from renegotiation is limited, and therefore discussions have focused on May Gurney.

3.3.2. A number of areas of potential financial saving have been identified. These have been considered, but due to the reduced turnover, significant areas of saving have not been identified. However, there are some areas which can be explored further, but this is dependent on whether a decision is made by Cabinet to exercise the year 8 break-point for the May Gurney contract.

#### 3.4. **May Gurney**

3.4.1. It is anticipated that there will also be a significant reduction in workload for May Gurney. In recent years they have delivered an annual turnover of approximately £47m for the County Council, and for the purposes of renegotiation, this has been assumed to reduce by around 40% to around £28m.

3.4.2. The outcome of the renegotiation with May Gurney has identified a number of benefits which would deliver annual savings of around £1.5m, based on a turnover of £28m. This is through a number of different areas including a reduction in fees, reduction in supply chain costs, office changes, target cost pain/gain realignment and introduction of a single management fee, which is capped at £30m, so any works completed above this value would not have the management fee applied. A series of performance measures would be developed with May Gurney to ensure that performance against meeting target savings is closely monitored, incorporating penalties linked to profit which would be activated if savings are not achieved.

- 3.4.3. In addition, there are one or two areas that officers continue to pursue which may provide additional savings. There is also potential to transfer further construction works to May Gurney which are currently carried out in-house, estimated to be approximately £3.8m of work. This is something that can be considered further with May Gurney if a decision is taken not to exercise the year 8 break point.
- 3.5. Detailed information on the outcomes of the negotiations, including further information on the £1.5m savings identified, is set out in a confidential report considered by the Strategic Review Board at the meeting on 17 November, a copy of which is annexed to this report. This annex sets out some detailed commercial information relating to fees and costs associated with the current contracts with Mott MacDonald and May Gurney. The public interest in disclosing this information is outweighed by the public interest in non-disclosure. Disclosing this type of commercial information may impact on the Authority's ability to obtain best value in any future procurement exercises. Disclosure could also have a detrimental impact on Mott MacDonald and May Gurney's ability to participate in the procurement process for any contracts of a similar nature, either with the County Council or other organisations, as it would essentially make commercially sensitive information available to their competitors.

#### **4. Procurement of new contracts**

- 4.1. Work in this area has focussed on developing an outline procurement timetable and approaching other authorities who are currently, or have recently, gone to the market to get details of their scope and procurement approach. Any new contract would need to be in place by September 2012.
- 4.2. The NEC 3 Engineering and Construction Contract is being used almost universally and would be the obvious choice for procurement, replacing the current NEC 2 contracts. The 'standard' procurement approach would then be to use the Competitive Dialogue process. It would be possible to use the Restricted process, but this would be a 'one shot' process in which bidders submit their tenders and the Council accepts the best offer, without modification.
- 4.3. On the assumption that the procurement would use the Competitive Dialogue process, the tender would need to be advertised in the Official Journal of the European Union no later than April 2011. In advance of this, detailed work would need to be carried out on the scope, draft specification, KPIs and proposed evaluation model. Any procurement package would need to be sufficiently attractive to the market to enable the Council to obtain a good deal.
- 4.4. Consideration has been given to whether it would be possible to carry out a joint/collaborative procurement exercise. We have also signed up, in principle, to the Eastern Highway Alliance, which is an alliance with other local authorities in the region which aims to put framework contracts in place which members of the Alliance can choose to buy into. However, there are currently no framework contracts in place. One of our nearest neighbours, Lincolnshire County Council, is already part of a Midlands Highway Alliance (MHA) and therefore joint procurement with them is not currently viable. In theory, it is possible to join the MHA. However, it is the Eastern Highways Alliance that would be likely to provide the greatest benefits to NCC, in particular close geographical working with Suffolk and Cambridgeshire.
- 4.5. Suffolk County Council have expressed an interest in exploring opportunities for joint-procurement. However, they are not likely to be in a position to put a new

contract in place before 2013. Early termination and re-procurement would, therefore, preclude a joint procurement with Suffolk. Officers will continue to discuss future collaboration opportunities with Suffolk, including the potential for a joint contract that Norfolk can adopt for 2014 onwards, which will be required irrespective of whether the year 8 break point is exercised or not as the current contracts will expire in April 2014 and cannot be extended beyond this date.

## 5. **Benefits of re-negotiation Vs re-procurement**

5.1. Below are the key factors/benefits to take into account in considering continuation of the existing contracts on a re-negotiated basis until April 2014:-

- Provides a more certain outcome, as opposed to the uncertainty of a tendering exercise which would only reach a conclusion in 18 months time, by which time the market may have changed.
- The financial benefits identified (around £1.5m each year) would take effect from April 2011 (or earlier, if possible) rather than from around October 2012 – i.e. eighteen months earlier. The benefit would therefore be felt for three years, until the end of the contract in 2014. Hence any annual saving under a re-tendered contract would need to be twice as large as that achieved through re-negotiation in order to have the same effect in the period to March 2014.
- Not exercising the year 8 break point would enable a joint/collaborative procurement to be fully considered and developed for 2014 onwards, for example with Suffolk County Council or the Eastern Highways Alliance.
- Not exercising the year 8 break point would free up officer resource to concentrate on the delivery of other efficiencies.

5.2. The key factors/benefits to take into account in considering exercising the year 8 break point and re-tendering new contracts for 2012 onwards are below:-

- A re-procurement would provide an opportunity to develop a new scope, and therefore it would be possible to include work not covered by the existing contracts, for example routine maintenance and winter maintenance, or any other service. Procurement law prevents the inclusion of these services in the existing contract as they were not included in the original deal.
- There would be greater competitive pressure which might well result in a better deal – although this is not guaranteed.
- It might be possible to introduce innovations sooner, rather than waiting for expiry of the existing deal. However, at least some of these innovations could in practice probably be kicked off now. For example, more-targeted gully emptying requires two years of data to be collected. Whilst the benefits would not be seen until the new contract starts, there would seem to be every reason to start collecting the data now.
- Exercising the year 8 break point would make the re-negotiated arrangements unviable and it would not be possible to achieve any of the benefits of this. Therefore, it would not be possible to achieve any savings in advance of 2012.
- A procurement exercise will require a significant amount of Member and officer resource in order to complete the process, working to a tight timetable, to enable a new contract to be in place for September 2012.

## 6. **Recommendation of the Strategic Review Board**

- 6.1. The Strategic Review Board (see para 1.4 for details of membership) has considered the findings of the work on re-negotiation and re-procurement at their meeting on 17 November 2010. They agreed to recommend to Cabinet that the outcome of the renegotiations is accepted and that the existing contracts with May Gurney and Mott MacDonald are not terminated early using the 2012 break point, and therefore continue their full term (until 2014). This proposed way forward would support the achievement of the critical success factors set out in the Strategic Outline Case.
- 6.2. The Board took into account the outcomes of the re-negotiation, the benefits of renegotiation vs re-procurement and the timetable for re-procurement, as set out above. In particular, the Board noted that the re-negotiated arrangements would provide savings of £1.5m each year until the end of the current contracts (2014). Although it is not possible to say whether a greater saving could be achieved through early termination and re-procurement, there is a risk that any re-procurement exercise would not be able to deliver a higher level of savings, if at all.
- 6.3. The Board also noted that this decision would enable the Council to explore a collaborative procurement with Suffolk County Council, and would enable the potential transfer of further works into the contract with May Gurney to be fully explored.
- 6.4. The Strategic Review Board has now concluded its work, and any further work to implement the service changes and improvements identified will be taken forward by officers as part of day to day working. Any future work on procurement could be overseen by a Member Project Board, set up at an appropriate time.

## 7. **Resource Implications**

- 7.1. **Finance** : The re-negotiated proposal represents a saving to the Council of £1.5m per year, assuming a programme of work of £28m. This saving can be achieved from April 2011 (or earlier) until the end of the contract (2014). It is not possible to say whether a greater saving could be achieved through early termination and re-procurement, but re-procurement would have to deliver twice the level of annual savings to have the same impact in the period 2014.
- 7.2. **Staff** : The transfer of additional construction works into the May Gurney contract, rather than carrying out this work in-house, would have some TUPE implications. These would need to be fully considered before any decision is taken on whether it would be beneficial to transfer these works.

## 8. **Other Implications**

- 8.1. **Legal Implications** : The re-negotiation process was carried out within the legal constraints around contract change imposed by EU procurement law. Any re-procurement exercise would also need to meet the EU procurement law requirements, for example the publication of a notice in the Official Journal of the European Union (which would be needed in April 2011 to enable a new contract to be in place by 2012). A decision not to invoke the early termination provisions, in relation to these framework contracts which are recognised as being lengthy in term under current law, is viewed as not being contrary to requirement of equally treatment and accepted practice.

- 8.2. **Equality Impact Assessment (EqIA)** : A full programme of equality impact assessments has been carried out covering all Environment, Transport and Development activities. However, this report is not directly relevant to equality in that it is not making proposals which may have a direct impact on equality of access or outcome.
- 8.3. **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.
9. **Section 17 – Crime and Disorder Act**
- 9.1. None.
10. **Risk Implications/Assessment**
- 10.1. The re-negotiated arrangements would provide savings of £1.5m each year to the County Council from April 2011 (or earlier, if possible). This will be more if the turnover of £28m increases, however it may reduce if the turnover reduces. Any saving under a re-tendering contract would need to be twice this amount in order to have the same effect as savings would not start until September 2012. It is possible that a re-procurement exercise could produce additional savings, however, it is not possible to determine this without going to the market i.e. by carrying out a procurement exercise. There is a risk that doing this would not generate a higher level of savings, if at all.
- 10.2. Any procurement exercise would also run parallel with any changes to service standards taken forward as a result of the Big Conversation, which may mean that this will create some uncertainty and result in some areas of service delivery not being attractive to the market.
11. **Overview and Scrutiny Panel Comments**
- 11.1. *To be added following the ETD O&S Panel meeting on 12 January 2011*
12. **Alternative Options**
- 12.1. The range of procurement options available is set out in the Strategic Outline Case considered by Cabinet in August 2010, and are summarised in Section 2 above. The benefits/key factors to consider for the two main options for consideration are set out in section 5 above.
13. **Reason for Decision**
- 13.1. The re-negotiated arrangements will ensure that the County Council is able to achieve a saving of £1.5m each year for the remainder of the contract without the need to go back to the market with a new tender, which will create an element of uncertainty and risk in relation to future savings. It will also enable the full range of procurement options, including collaboration with Suffolk County Council, to be fully considered and developed in advance of the procurement of new contracts for 2014 onwards.

## **Recommendation**

It is recommended that, in relation to the Environment, Transport and Development Department's contracts with May Gurney and Mott MacDonald:-

- (i) The 8 year break point is not exercised and the contracts continue until their full term to April 2014 under the re-negotiated arrangements.
- (ii) The Director of Environment, Transport and Development and Head of Procurement, in consultation with the Cabinet Member for Travel and Transport, continues negotiations with Mott MacDonald and May Gurney, including pursuing the potential transfer of further construction works to May Gurney, and that any additional new arrangements identified are implemented provided there are clear benefits and no increase in costs for the Council.
- (iii) The Director of Environment, Transport and Development and the Head of Procurement carry out work to prepare for the procurement of a new contract to commence April 2014, including active consideration of potential collaboration with Suffolk County Council and/or the Eastern Highways Alliance. The work will need to commence during 2011.

## Background Papers

Report to Cabinet – 12 July 2010 – Strategic Review of Environment, Transport and Development, recommending an extension of the contract break clause by 6 months

Report to Cabinet – 9 August 2010 – ETD Strategic Review – Strategic Outline Case – recommending a Strategic Outline Case setting out the strategic direction and future delivery options

Report to 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)

Report to 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.

## Officer Contact

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## **ETD Strategic Review**

### **Review of service standards, levels and delivery methods – summary of workstream outcomes**

Note: The outcomes of workstream 1 (Reviewing current practice for delivery arrangements) and workstream 2 (procurement) are detailed in the draft Cabinet report at Appendix A.

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#### **Workstream 3    Size and prioritisation of the capital programme**

##### **Scope**

The project will assess likely future funding levels, what scope there may be to increase funding from other sources and give some indication of which, if any, are likely to be worthy of further investigation.

The project will review existing allocations of funding and the basis of prioritisation. It will consider the options for changing the current balance and how such a change would impact on achieving Local Transport Plan (LTP) objectives.

The project will consider whether alternative highway treatments, or combinations of treatments, could offer better value for money.

##### **Options explored**

- Exploring alternative funding opportunities.
- Reviewing the current method of prioritisation of work, standards and alternative solutions to improvements and existing assets.

##### **Findings/outcomes**

- The existing priorities for investment in the highway assets continue to be appropriate. This includes maintaining current standards for A roads and footways and giving priority to the more heavily trafficked routes for B and C roads.
- The target for two national performance indicators (condition of principal and classified roads – A, B and C roads) could be reduced. Despite this leading to more roads being recorded as 'where maintenance should be considered' this could allow earlier low cost maintenance interventions which could be more cost effective.
- Lower cost maintenance interventions, such as surface dressing and slurry seal, which have shorter design life should be used where appropriate.
- Longer life treatments to the A & B road network should be restricted where the consequence of works on traffic and temporary traffic management costs are significant.
- A significantly reduced improvements programme should be considered, say around £2m, within which priority would be given to safety schemes, walking schemes (footways), bridges and some traffic management.

##### **Next steps**

- Workstream concluded.
  - Outcomes have been used to inform the development of the highway capital programme for 2011/12 and beyond, which is on the agenda for discussion at today's Panel meeting.
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## **Workstream 4    Routine maintenance priorities and delivery**

### **Scope**

The workstream will explore scope for alternative ways to deliver routine maintenance, including voluntary and community resources and review the appropriate allocation of funding to each element of routine maintenance to refocus and reprioritise the work.

The project will develop a plan for rolling out the concept of Highway and Community Rangers across the county, to fit in with emerging organisational structure.

The workstream will consider scope to combine district and county council work on street scene activities, or other forms of joint working, to achieve economies including a potential trial in Great Yarmouth.

### **Options explored**

- Roll out of successful Highways and Community Rangers pilot.
- Review of current standards and response times to maintenance work to ensure efficiency and effectiveness.
- Review of current winter services.
- Delegating of some functions to Town/Parish councils.

### **Outcomes/findings**

- The Highway and Community Rangers service was rolled out across the County in October.
- A consultation with local councils is underway to enable them to express an interest in taking on some street scene and public rights of way services in their local area. Expressions of interest have been requested by the end of January 2011.
- The allocation of routine maintenance funding has not identified any significant savings opportunities. However, some areas where no reduction in resource should be considered, because of potential safety issues, have been identified:-
  - emergency response to flood emergency response to flooding, road traffic accidents and safety hazards on the highway
  - Sanding melting roads
  - Pothole repairs
  - Drainage maintenance
  - Carriageway and footway patching
  - Winter maintenance
- A general 'next day' response for Category 1 defects is proposed, instead of the existing Category 1A (2 hours) and 1B (24 hours) response targets. A 2 hour response will continue for defined incidents, for example serious flooding, missing inspection covers etc.
- Some minor amendments to the response times for Category 2 defects (where response times currently range from 14 days to 12 weeks) have been identified.
- A number of areas have been identified where it may be possible to identify improvements to existing response standards and processes. These include dealing with overgrown hedges and mud on the road and grass cutting standards and frequencies.

### **Next steps**

- Workstream concluded.
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- Expressions of interest from local councils will be considered and contact made with individual councils to discuss things in more detail. It is anticipated that some new arrangements for delegation to parish councils will be put in place early 2011, in consultation with the appropriate Cabinet Member.
- Reviews will be carried out on the areas identified where they may be potential improvements. The outcomes of these reviews will inform the development of the Transport Asset Management Plan and working practices and procedures, and will feed into the Service planning process. for 2011/14.

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## **Workstream 5    Integrated Waste**

### **Scope**

To prioritise, evaluate and implement opportunities for cash savings through integrating waste functions within public services in Norfolk.

To determine the most appropriate delivery method for Recycling Centre strategy, including Public Finance Initiative (PFI).

### **Options explored**

- Election of a new Chair of the Norfolk Waste Partnership in October and re-organisation of structure to focus on a number of issues including cost savings.
- A draft Recycling Centre strategy is being developed focussing on the cost savings that could be delivered through future procurements.

### **Findings/outcomes**

- Annual General Meeting of the Norfolk Waste partnership held. A new structure agreed and a new Chair appointed.
- Immediate changes agreed to the opening hours of some recycling centres and the development of centres at Dereham and Thetford.
- Potential to use Public Private Partnerships (PPP) to fund major capital investment in new Recycling Centres.
- Development of a Recycling Centre Strategy to include the identification and acquisition of suitable sites, planning and permits. Only then can funding for construction be sought. Site delivery may therefore be considered on a site by site basis. Reductions in opening hours at recycling centres is included as a proposal in the Big Conversation.

### **Next steps**

- Workstream concluded.
- Outcomes have been used to inform the development of the Recycling Centre Strategy. The Recycling Centre Strategy is long term, and implementing any strategy may take some years to deliver due to existing and on-going contractual arrangements. Key areas of work to progress/deliver the strategy will be considered as part of Service Planning for 2011/14, and beyond.
- Reducing opening hours at recycling centres is a proposal in the Big Conversation, and subject to the feedback from consultation.

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## **Workstream 6    Reshaping Public Transport Delivery**

### **Scope**

There is a good track record of innovation and efficiency in delivery in passenger

transport. We intend to continue to develop the areas of work, but recognise that there may be other ways to achieve further reductions in spend by delivering services differently. We propose:

To determine whether we could accelerate a shift to more demand responsive services in Norfolk.

To review the sponsored network to identify services that, with the right level of investment, could transfer to become a commercial operation.

To assess the back office and management arrangements required for extending a Demand Responsive Network (DRT) that may require a call centre for bookings.

To identify all spending made by districts (who often fund community car/community transport schemes) to see if there is a better way to distribute funds.

To consider the communications strategy required for a shift in the type and availability of public transport.

## **Options explored**

- Reviewing Local bus Services, including identifying those with potential to become commercially viable.
- Developing and evaluating options for future park and ride service provision that enable NCC to remove the subsidy at park and ride sites and/or reduce costs/increase income.
- Identifying areas where Demand Responsive transport services could replace conventional subsidised services

## **Findings/outcomes**

- Modelling work on options for Park and Ride site closures and the links with city car park tariffs has been completed. Options are being considered and helping to inform future work, and is subject to feedback from the Big Conversation.
- Outcomes from discussions with local businesses and bus operators to maximise the utilisation and efficiency of Park and Ride sites. This will include the removal of site management and will explore alternative methods for 'running' sites.

## **Next steps**

- Workstream concluded.
- Work on options for Park and Ride site closures and has been completed, and is subject to feedback from the Big Conversation. A proposal for re-shaped public transport network, with a shift towards demand responsive transport services, is subject to feedback from the Big Conversation. Further work will feed into the Service Planning process for 2011/14.

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## **Workstream 7    Norfolk Development Company**

### **Scope**

The kinds of things the Company could do include site development, residential/commercial developments, master planning and coordination of private/public funding. This could be specifically targeted on rural areas, growth point areas, such as Greater Norwich Development Partnership, etc.

### **Options explored**

- Extent to which approach could be piloted with one or two districts, as part of a phased implementation.

- The work on the Norfolk Development Company was taken forward as part of the development of a Local Enterprise Partnership (LEP), as it was envisaged that this would form the overarching framework for the Company.

## **Findings/outcomes**

- Norfolk and Suffolk's proposal for 'New Anglia', a Local Enterprise Partnership (LEP) covering both counties, received ministerial approval on 13 December, and the partnership can now be formally established.
- LEP developments have put discussions on the NDC to one side for now, other than in Great Yarmouth.

## **Next steps**

- Workstream concluded.
- Proposals for a Norfolk Development Company currently focus on an arrangement with GYBC, which could be expanded if other districts wished to join subsequently.
- Further work to develop the LEP will be fed into the Service Planning process for 2011/14. A launch event for the LEP will be held in January and will explore priority actions and start to identify governance arrangements.

## **Workstream 8    Historic Environment**

### **Scope**

The existing proposal merges the two service areas to create a single integrated Historic Environment (HE) service in Environment Transport & Development. The combined service is reviewed to examine other delivery models in the context of local authority HE services in Norfolk and the future priorities for service improvements and on-going efficiencies, including relationships with Norfolk's building conservation trusts.

### **Options explored**

- The possibility of a Service Level Agreement (SLA) with District Council for Historic Buildings work.
- Income generation and exploring the most efficient way to work with existing trusts.
- Joint delivery models.

## **Findings/outcomes**

- Review of historic building work and the end of some grant funding has been included as a proposal in the Big Conversation.
- Engagement with Districts with the view to setting up Service Level Agreements to cover the discharge of some of the County's duties to be delivered at a District level.
- Service Level Agreements have been set up with 5 districts.

## **Next steps**

- Workstream concluded.
- Further work will be fed into the Service Planning process for 2011/14, and is subject to feedback from the Big Conversation consultation.

## **Workstream 9    Environment**

### **Scope**

To review income generation and the prioritisation of resources into the development,

and maintenance of the environment operations and partnership work.

### **Options explored**

- A review of service standards and potential funding streams.
- To investigate possibility of increased joint working.

### **Findings/outcomes**

- A proposals for a re-focused, more targeted Public Rights of Way service and more efficient management of Gypsy and Traveller permanent sites have been included in the Big Conversation.
- A consultation with local councils is underway to enable them to express an interest in taking on some street scene and public rights of way services in their local area. Expressions of interest have been requested by the end of January 2011.

### **Next steps**

- Workstream concluded.
- Expressions of interest from local councils will be considered and contact will be made with individual councils to discuss things in more detail. It is anticipated that some new arrangements for delegation to parish councils will be put in place early 2011.
- Further work will be fed into the service planning process for 2011/14, and is subject to feedback from the Big Conversation consultation.

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## **Workstream 10    Scope for Joint Working with Districts on Public Protection**

### **Scope**

This will be subject to an understanding of issues that create opportunity to improve through increased resilience, reduced cost and better service with easier access arrangements. These will build on existing arrangements or develop new areas of collaboration between the services of Public Protection to better meet the needs of Norfolk citizens and businesses.

- Review of potential for shared or collaborative arrangements for regulatory functions.
- Continue to develop EP collaboration – particularly on areas involving community resilience.
- Development of a business case for an e-planning system and potential for shared back office systems with districts.
- Reviewing collaboration on planning across Norfolk.
- Develop proposals for civil parking across Norfolk

### **Options explored**

- Review of potential for shared or collaborative arrangements for regulatory functions.
- Continue to develop EP collaboration – particularly on areas involving community resilience.
- Reviewing collaboration on planning across Norfolk.
- Develop proposals for civil parking across Norfolk.

### **Findings/outcomes**

- Draft application for Civil Parking Enforcement submitted to the Department for

Transport.

- E-planning portal went live 13 September – electronic access to planning applications along with ability to submit applications electronically.
- Proposals being developed for Norfolk shared service for resilience.
- Options being considered for future development/delivery arrangements for planning services.
- Proposals to re-shape and reduce trading standards work on farming issues and activities for consumers and businesses have been included in the Big Conversation.

## **Next steps**

- Workstream concluded.
  - Civil parking enforcement – the next stage is developing the delegations to districts and the legal agreements for the SLA etc. Reports will be taken to the relevant Committees to progress this.
  - Further work will be fed into the service planning process for 2011/14, and is subject to feedback from the Big Conversation consultation.
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