

Policy and Resources Committee

Date: **Monday, 26 January 2015**

Time: **10 am**

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

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

Membership

Mr G Nobbs (Chair)

Mr T Adams
Mr S Agnew
Mr M Baker
Mr M Castle
Mr A Dearnley
Mr J Dobson
Mr T FitzPatrick
Mr T Garrod

Mrs S Gurney
Mr D Harrison
Mrs J Leggett
Mr S Morpew
Mr A Proctor
Mr D Ramsbotham
Dr M Strong
Mrs A Thomas

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

Tim Shaw on 01603 222948
or email committees@norfolk.gov.uk

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A g e n d a

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

2. Minutes

To agree the minutes from the meeting held on 1 December 2014.

(Page 5)

3. Members to Declare any Interests

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

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

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

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

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

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

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

5. Local Member Issues

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk or 01603 223230) by **5pm on Wednesday 21 January 2015.**

6 2014-15 Revenue Monitoring Report –Month 8
Report by Executive Director of Finance (Interim)

(Page 19)

7 2014-15 Capital Monitoring Report –Month 8
Report by Executive Director of Finance (Interim)

(Page 64)

- 8 Strategic and Financial Planning 2015-18** (Page 103)
Report by Executive Director of Resources and Executive Director of Finance (Interim)
- 9 Consideration of Revenue and Capital Budget 2015-18**
- I. Budget 2015-18, Managing Director's Report** (To Follow)
Report by Managing Director
 - II. Results of Public Consultation, and Equality and Rural Assessments** (Page 173)
Report by Head of Business Intelligence and Performance Service and Corporate Planning and Executive Director of Finance (Interim)
 - III. Revenue Budget 2015 – 16** (To Follow)
Report by Executive Director of Finance (Interim)
 - IV. Adequacy of Provisions and Reserves 2015-18** (To Follow)
Report by Executive Director of Finance (Interim)
 - V. Robustness of Estimates 2015-18** (To Follow)
Report by Executive Director of Finance (Interim)
 - VI. Capital Strategy and Programme 2015-18** (To Follow)
Report by Executive Director of Finance (Interim)
 - VII. Medium Term Financial Strategy 2015-18** (To Follow)
Report by Executive Director of Finance (Interim)
- 10 Annual Investment and Treasury Strategy 2015-16** (Page 305)
Report by Executive Director of Finance (Interim)
- 11 Norfolk County Council Capital Constructor's Framework Renewal** (Page 325)
Report by Executive Director of Finance (Interim) and Interim Head of Property
- 12 NDR – Acquisition of "The Railway Crossing" at Thorpe End** (Page 332)
Report by Managing Director of NPS Property Consultants Ltd

Group Meetings

Conservative	9:00am	Colman Room
UKIP and Independent Group	9:00am	Room 504
Labour	9:00am	Room 513
Liberal Democrats	9:00am	Room 530

Chris Walton
Head of Democratic Services
County Hall
Martineau Lane
Norwich



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Policy and Resources Committee

Minutes of the Meeting Held on Monday 1 December 2014
10:00am Edwards Room, County Hall, Norwich

Present:

Mr G Nobbs (Chair)

Mr T Adams
Mr S Agnew
Mr M Baker
Mr M Castle
Mr A Dearnley
Mr J Dobson
Mr T FitzPatrick

Mr D Harrison
Mrs J Leggett
Mr S Morphew
Mr A Proctor
Mr D Ramsbotham
Dr M Strong
Mrs A Thomas

Substitute Members Present:

Mr C Jordan for Mrs S Gurney
Mrs M Somerville for Mr T Garrod

Other Members Present:

Mr R Bearman
Mr B Borrett
Mr J Joyce
Mr D Roper
Mr J Timewell

1. Apologies

1.1 Apologies for absence were received from Mr T Garrod and Mrs S Gurney.

2 Minutes

2.1 The minutes of the previous meeting held on 27 October 2014 were confirmed by the Committee and signed by the Chairman.

3 Declarations of Interest

3.1 Mrs A Thomas declared that she had a registered interest through her husband in Marsh Ltd.

4 Item of Urgent Business: The Willows Termination Settlement

4.1 The Committee was informed that the County Council had reached an agreement

with Willows Power and Recycling Ltd (Cory Wheelabrator) that brought to an end the termination process of the Residual Waste Treatment Contract. A final payment was made which brought the total compensation paid to Cory Wheelabrator in line with the sum reported to Council in May.

- 4.2 The Committee was also informed that the County Council's Democratic Support Team had received the award of County, Metropolitan and Unitary Councils team of the year from the Association of Democratic Services Officers.

5 **Local Member Issues**

- 5.1 The annexed question from Cllr A Kemp together with the answer that was given in the meeting can be found at Annex 1 to these minutes.

6 **To receive a presentation on Essex County Council's Partnership with Jiangsu Province, China**

- 6.1 This item was withdrawn from the agenda because Peter Manning (Head of International Trade for Essex County Council) was unable to attend the meeting due to pressing personal circumstances.

The item would be included on the agenda for the following meeting.

7 **Performance Monitoring Report**

- 7.1 The annexed report (7) by the Head of Business Intelligence and Performance Service & Corporate Planning & Partnerships Service was received.

- 7.2 In the course of discussion the following key points were made:

- Members asked why the change programme RAG (Red, Amber, Green) rating was green and amber when the Council's overall financial position was so challenging. The Head of Business Intelligence explained the RAG rating was not measuring the overall performance of the Council but its delivery of the change programme. A further explanation of the performance framework was included at Appendix B to these minutes.
- Members asked for more information to be included in future risk monitoring reports about risks with an amber rating and in particular the risk which related to data protection issues.
- Members asked for an explanation of the main challenges faced by the County Council in reducing business mileage and of the teleconferencing facilities that were available for meetings. The answer provided to this question could be found at Appendix B to these minutes.

- 7.3 The Committee **RESOLVED:**

To note the performance monitoring information contained in quarter two (April to September 2014) performance results for the Council as a whole and also for those specific service areas that were covered by this Committee. Overall performance was mixed, when judged against the indicators that made up the

performance dashboard.

8 **2014-15 Revenue Monitoring Reports –Months 6 and 7**

8.1 The annexed reports (8a and 8b) by the Executive Director of Finance (Interim) were received.

8.2 In the course of discussion the following key points were made:

- With reference to debt collection (mentioned at paragraphs 7.5 and 7.6 of the report) Members asked how many of the 471 debts that were written off during the year were close to the £10k threshold for officers being able to write off debts. The answer could be found at Appendix B to these minutes.
- It was pointed out that the number of Looked After Children was kept under continual review and the financial implications of any changes in their number was predictable.
- Savings came out of department budgets at an uneven rate each month throughout the financial year.
- The Council had recently used the services of a consultant for a short time. Members asked for information about the role and the work of the consultant. See Appendix B to these minutes.
- Members asked for more detailed financial information to be included in future revenue monitoring reports about the long-term pressures that were faced by the Council and in particular those financial pressures that related to Adult Social Care and Children's Services.
- It was pointed out that a key priority for the Council was to get service provision for Adult Social Care and Children's Services in line with that of neighbouring Authorities.
- Adult Social Care was working ever more closely with the NHS and was in daily contact with the acute hospitals about issues related to delayed discharge. However, the number of delayed discharges from hospital that were attributable to Social Care remained low.

8.3 The Committee **RESOLVED** (in respect of month 6)-
To note the following:

- Revenue expenditure was forecast to overspend by £2.852m on a net budget of £308.397m.
- □ General Balances were forecast to be £19.000m at 31 March 2015, before taking into account the forecast overspend.
- The inclusion of benchmark data in the income/debt report, at Appendix 11 of the report, was to be expanded as more information became available.
- Norfolk County Council had one of the lowest levels of revenue reserves as a proportion of net expenditure when compared to other shire counties, as shown in Appendix 14 of the report.

8.4 The Committee **RESOLVED** (in respect of month 7)-
To note the following:

- Revenue expenditure was forecast to overspend by £2.673m on a net budget of £308.397m.
- General Balances were forecast to be £19.000m at 31 March 2015, before

taking into account the forecast overspend.

9 **2014-15 Capital Monitoring Reports –Months 6 and 7**

9.1 The annexed report (9a and 9b) by the Executive Director of Finance (Interim) was received.

9.2 In the course of discussion the following key points were made:

- The Council was planning to have a more Council-wide approach to its Capital Programme than it had in the past that involved prioritising schemes on a Council-wide basis so as to ensure the best outcomes for residents.
- The new capital programme would be able to more clearly differentiate between existing schemes and new proposals.

9.3 The Committee **RESOLVED** (in respect of month 6)-
To note the following:

- The revised expenditure and funding of the 2014-17 capital programme and the changes which had occurred following the position reported on 27 October 2014, as set out in Section 1 of Annex A to the report.
- The progress towards the achievement of the 2014-15 programme, as set out in Section 2 of Annex A to the report.
- The proposed changes to the disposals schedule and the impact on the capital receipts reserve summarised in Section 4 of Annex A and further detailed in Appendix 5 to the report.
- The impact of using borrowing to finance the programme on future revenue budgets, as identified in Appendix 2 of the report.

9.4 The Committee **RESOLVED** (in respect of month 7)-
To note the following:

- The revised expenditure and funding of the 2014-17 capital programme and the changes which had occurred following the position reported, as set out in Section 1 of Annex A to the report.
- The progress towards the achievement of the 2014-15 programme, as set out in Section 2 of Annex A to the report.
- The proposed changes to the disposals schedule and the impact on the capital receipts reserve, summarised in Section 4 of Annex A of the report and further detailed in Appendix 5 to the report.
- The impact of using borrowing to finance the programme on future revenue budgets, as identified in Appendix 2 to the report.
- And support and contribute to the development of the 2015-18 capital programme, as described in Annex B to the report.

10 **Mid-Year Treasury Management Monitoring**

10.1 The annexed report (10) by the Executive Director of Finance (Interim) was received.

10.2 In the course of discussion the following key points were made:

- The Committee noted that following the Co-operative Bank's decision to withdraw its banking services to Local Authorities, the County Council had successfully completed a joint procurement exercise with its partners which had led to a seven year contract being awarded to Barclays Bank.
- All of the financial institutions where the Council held investments, both in this country and abroad, met the quality investment standards that were set by the Council's treasury management consultants.

10.3 The Committee **RESOLVED:**

- To endorse and recommend to County Council, the Mid Year Treasury Management Monitoring Report 2014-15 including changes to the credit rating criteria contained within the County Council's 2014-15 Investment Strategy, and detailed in Section 5 of the annex to the report.

11 **County Hall Maintenance Programme**

11.1 The annexed report (11) by the Executive Director of Finance (Interim) was received.

11.2 In the course of discussion the following key points were made:

- The end date for completion was expected to be spring 2016.
- The project was currently on time and within budget.
- The report included information about funding, including ongoing funding for ongoing building maintenance and additional funding being sought through the CERF fund to install a biomass boiler for offices outside of the main tower.
- So far positive feedback had been received from staff that had moved in to the new offices.

11.3 The Committee **RESOLVED:**

- To receive a further update in six months time.

12 **Health, Safety and Well-being Mid Year Report**

12.1 The annexed report (12) by the Acting Director of Strategy and Resources was received.

12.2 The Committee was updated on the key performance data that had been presented in the annual report presented in July 2014 as well as a comparison against national data.

12.3 In the course of discussion the following key points were made:

- Safety incident rates for Council employees were looking favourable for the third year running.
- Figures were below the national average and the time lag for reporting was reducing thanks to the new electronic system.
- Overall the downward trend did appear to be slowing as was expected but

over the last 5 years the rate had reduced from 8.1 to 2.8 reportable incidents – to try and reduce this further would be difficult.

12.4 The Committee **RESOLVED:**

To note the Health, Safety and Well-being Mid-Year report.

13 **Digital Norfolk Ambition update report**

13.1 The annexed report (13) with the supplementary agenda by the Acting Executive Director of Strategy and Resources was received.

13.2 In the course of discussion the following key points were made:

- The main focus of the report was to update Members on progress of the Digital Norfolk Ambition programme to date. So far over 600 devices had been rolled out, although there had been some issues with virtual access. Currently the programme was looking to rationalise the amount of applications used.
- Members asked that when they receive their next update report in two months time that they receive within it an update of the savings programme that was included in the previous report to the Committee.
- Members also said that they would find it useful to be presented with an easily understood list of definitions of the technical terms used in the report and a timetable for the introduction of key aspects of the programme.

13.3 The Committee **RESOLVED:**

- To note the progress in the delivery of the DNA programme.
- To receive a further progress report in two months.
- To agree to an interactive demonstration for Members of the Information Hub.

14 **Review of Governance Arrangements**

14.1 The annexed report (14) by the Acting Director of Strategy and Resources was received.

14.2 The review of the Council's decision making structures and systems was a key aspect of good governance and ensuring that the Council was best placed to deliver its strategic priorities.

14.3 Mr Castle moved, seconded by Mr Dearnley:

“The Group Leaders to oversee the review of governance arrangements prior to the matter being decided by Full Council.”

14.4 During consideration of this motion some Members said that they would prefer the Constitution Advisory Group to be set up again to review the Council's governance arrangements and report back to this Committee rather than give the task to the Group Leaders.

- 14.5 On being put to the vote there were 9 votes in favour of the motion by Mr Castle and 8 votes against whereupon the Committee **RESOLVED:**
- 14.6
- To agree the approach to the review set out in Part 1 of the report.
 - To agree that the Group Leaders oversee the review of governance arrangements prior to the matter being decided by Full Council.
 - To confirm that the costs of a Committee system should not exceed the costs of the previous Cabinet system and that the review should be mindful of this in developing any recommendations.
- 15 **Proposed ban on the release of floating sky lanterns and mass release of balloons on Norfolk County Council owned land**
- 15.1 The annexed report (15) by the Interim Director of Environment, Transport and Development
- 15.2 The Committee received a report that sought approval for a proposed ban on the release of floating sky lanterns and mass release of balloons on NCC owned land. This was in line with other Local Authorities. The ban was supported by emergency services, wildlife and farming experts. The ban would involve writing to tenants and those leasing land as part of their agreements to enforce the ban. It was not anticipated that there would be resistance to the ban as it had been well-received in other parts of the country.
- 15.3 The Committee **RESOLVED:**
- To ban the launching of sky lanterns and mass release of balloons from Norfolk County Council owned land.
- 16 **NAO reports on: The Financial sustainability of Local Authorities 2014, and the impact of funding reductions on local authorities.**
- 16.1 The annexed report (16) with the supplementary agenda by the Executive Director of Finance (Interim) was received.
- 16.2 It was noted that The National Audit Office (NAO) issued two reports on November 19, 2014, under its new powers, the Local Audit and Accountability Act 2014. It provided an insight into the system of funding reductions from 2010 to 2015 from the point of view of the DCLG (the Department), who were responsible for local authorities, Government departments, and local government. The NAO identified shortcomings in the system, which improved our understanding of the risks the Council faced and suggested lines of development to improve the Council's information to Government that would help mitigate the risks.
- 16.3 During discussion, Mr Dobson moved ,seconded by Mr Proctor:
- "That the Committee set up an Efficiencies/Service Priorities Member Reference Group to monitor financial aspects of the transformation change proposals. The Group to meet monthly with the recently appointed Chief Officers consultant, the

- Head of ICT, the Head of HR, the Head of Procurement, the Council trading officer expert and to formulate a draft strategy, as required, to provide Member input into the Council's reconciliation of efficiencies against service priorities in anticipation of further government grant constraints."
- 16.4 On being put to the vote there was 8 votes in favour of the motion and 9 votes against whereupon the motion was declared **LOST**.
- 16.5 The Committee then **RESOLVED** to note the following to mitigate the risks:
- Improved analysis of service data to better manage budgets over the medium to long term;
 - Engage with Government to develop a better understanding of local impacts;
 - Ensure financial reserves were adequate for the Councils risks.
- 17 **Budget Workshop for Members of the Committee**
- 17.1 It was pointed out that in the absence of detailed information from the Government until after the Spending review (Autumn statement) later in the month there was uncertainty in the planning for next year's budget, however, the Government was likely to be seeking further reductions in spending to balance the public finances.
- 17.2 The Chairman said that In the context of examining the Spending Review (Autumn Statement) a workshop would be arranged for Members of the Committee about ways in which budgetary savings could be identified.

The meeting concluded at 11.50 am

CHAIRMAN



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Appendix A

Question from Cllr A Kemp:

It is a significant local issue in South Lynn that (a) municipal waste volumes have not gone down over the last 3 years in Norfolk (b) that six recycling sites operating part-time hours since April 2010 actually dropped their recycling tonnage by 10% when the opening hours were reduced and that (c) 5 additional sites will become part-time in April 2015 so (d) Norfolk is likely to reduce recycling still further and not meet the Govt target of at least 50% recycling by 2020, so will the Policy and Resources Committee agree to recommend reversal of reduction of hours at the Council's 11 recycling sites, in the Budget ?

Response:

"The role of the Policy and Resources Committee is to co-ordinate budget proposals from Service Committees. This Committee provides guidance on the preparation (including the minimum requirements) of the budget, ensures the proposals from Service Committees make sense as a whole, and recommends a budget to Full Council.

Your question asks this Committee to recommend over-turning a decision that has already been taken as part of last year's budget setting process. I am sure you will understand that to make any such commitment or recommendation now would not be appropriate in view of the current period of public consultation taking place which will help the Council shape its budget and also being mindful that the relevant Service Committee has not first considered and supported your request and agreed an alternative proposal to cover the saving. You should therefore more appropriately raise this issue with the Environment, Development and Transport Committee".

Appendix B

Q. Members asked why the change programme RAG (Red, Amber, Green) rating was green and amber when the Council's overall financial position was so challenging.

A. Performance Framework – change programme monitoring

The Council has a significant change programme, managed and overseen by the Corporate Programme Office (CPO). The current programme is made up of a range of service specific programmes and projects and is key to delivering efficiencies, savings and change. The delivery of key changes through corporate programmes and transformation programmes within departments is a critical activity for the Council. The reporting to date has included:

- A red/amber/green rating of progress against each element of the corporate change programme
- A red/amber/green rating of progress against each department's transformation programme
- Details of closed or new projects and programmes.

Through projects overseen and managed by the CPO a total of £75.12 million of savings have been achieved over 3 years.

Managing change is one of the four areas of focus in our public facing, corporate performance framework. The other three areas are as below:

Managing resources - this element of the framework aims to assess how well we are using resources, both financial and non-financial. It also addresses measures associated with staffing, productivity, and risks. Whilst the detail budget monitoring and budget forecasting will be reported separately to Policy and Resources, this performance reporting framework allows Members to view financial performance alongside service performance, and to consider to what degree our resources are following priorities

Service performance - this element highlights key 'output' and 'process' indicators which can help measure and evaluate how effectively and efficiently we are working. When viewed alongside other themes, these measures may prompt questions about how well we are delivering key service improvements through our change programmes, and help assess whether budget savings, or scale of change, are having an impact on frontline services.

Outcomes for Norfolk people and communities - this section aims to capture the impact the Council's services have on individuals and on communities. As such, it has been the most challenging to measure but has nonetheless maintained an important touchstone to assess whether services are improving people's experiences and whether our resources and efforts are delivering the right improvements for citizens.

The key questions that are asked and tested as part of this approach are as follows:

The main elements of the Council's Performance Scorecard

<p>Managing Change</p> <p>What we will report</p> <ul style="list-style-type: none"> • Progress against each directorate's Transformation programmes • Progress on key projects • The move from 'change programme' to 'business as usual' <p>The questions we will answer</p> <ul style="list-style-type: none"> • Are we delivering Norfolk Forward? • Are we changing quickly enough? • What corrective actions do we need to take? • What is our capacity for further change? • What is the overall status of the programme? 	<p>Resources</p> <p>What we will report</p> <ul style="list-style-type: none"> • Revenue and capital monitoring • Efficiency - savings tracked through budget monitoring • Value for money – our annual judgement • Staffing measures • Procurement • Risks <p>The questions we will answer</p> <ul style="list-style-type: none"> • Does the bottom line add up? • What are the big risks ahead? Should we act? • Are we on course to make our savings? • Are we delivering good value for money? • Are we managing our workforce effectively? • Do we buy services in the most efficient way? • Are achieving economies of scale?
<p>Quality and Performance of Services</p> <p>What we will report</p> <ul style="list-style-type: none"> • 'Process' and 'output' measures that show how efficiently and effectively we're working • How we compare to others • Where we need to improve and sustain performance • Inspection results • Progress against service plans <p>The questions we will answer</p> <ul style="list-style-type: none"> • Are we working smartly? • Are we doing enough? • What do people think of the quality of services? • Are we improving in the right areas? • Are we as good as other councils? • Are we doing the things we planned to do? 	<p>Outcomes for Norfolk People</p> <p>What we will report</p> <ul style="list-style-type: none"> • Outcome indicators measuring health, educational achievement, the economy etc. • How satisfied people are with our services • What people are complaining about and what people are complementing us on <p>The questions we will answer</p> <ul style="list-style-type: none"> • Are the important things that determine quality of life in Norfolk getting better? • What do people think about our services? • Do people think we provide good value for money? • What do we need to change to meet people's expectations and respond to complaints?

Q. Members asked for an explanation of the main challenges faced by the County Council in reducing business mileage and of the teleconferencing facilities that are available for meetings.

A. The County Council has a target to spend 20% less on business mileage in 2014-15 when compared to 2013-14. While staff travel is essential for the delivery of some services, a reduction could be achieved by encouraging employees to think about whether their journey is absolutely necessary or if alternative means of contact e.g. teleconferencing would be appropriate. When travel is essential, savings could be made by making sure that journeys are made in the most cost effective way.

The three main challenges with this are:

- **considering how and where County Council services are delivered** so that we can avoid the need to travel in the first instance. This needs to be taken into account when planning/ commissioning services. For example, work is being undertaken to look at how we can use touchdown facilities in a range of buildings across the County. This is still at the information gathering stage but the intention is to publish comprehensive details not only of location but also the facilities available and access arrangements. This piece of work is intended to support more flexible working and enable staff to work at a range of locations and thereby reduce both their business and personal mileage.
- **getting employees to think and act differently** – employees will need to change their approach to planning meetings/ journeys and in the travel choices that they make. Managers will need to challenge/ be assured that their staff are making the most cost effective travel choice. Business support and ICT provide a range of advice and guidance to employees on travel choices and teleconferencing via the intranet and will provide additional support if requested.
- **making sure alternative methods of contact/ ways of working are in place.** Employees can already tele-conference using the existing 6500 telephone handsets in use across the council. These are best suited to small group meetings. For larger pre-arranged conferences, particularly where they involve multiple external parties, employees can use BT MeetMe based conferencing. This works by designating one person as the conference administrator, who has the ability to open and control the conference bridge. This person will then be provided with a telephone number and a unique conference code, for other participants to join into the conference. Typically the meeting organiser will attach these details to their meeting appointment so that all participants can join into the conference. Whilst there is a cost attached to this (the conference organiser will always pay a per minute bridge charge (currently 6p per minute) and the transport charge (currently 3.5p per minute) will be charged to either the conference organiser or the participant depending on whether a 0800 or 0844 number is used) this can often be a cheaper option than travelling to a meeting.

The new devices being supplied as part of the DNA ICT refresh will provide opportunities for employees to work in new ways. This will include increased flexibility for remote working and the ability to video conference (on a one-to-one/ small group basis) using Microsoft Lync. Both have the potential to reduce the need to travel. There has been a delay in the deployment of new DNA devices as explained in Item 13 on the agenda. We would therefore expect to see significant progress towards achieving the required business mileage savings as Managers work with employees in their service to adopt more modern and efficient approaches.

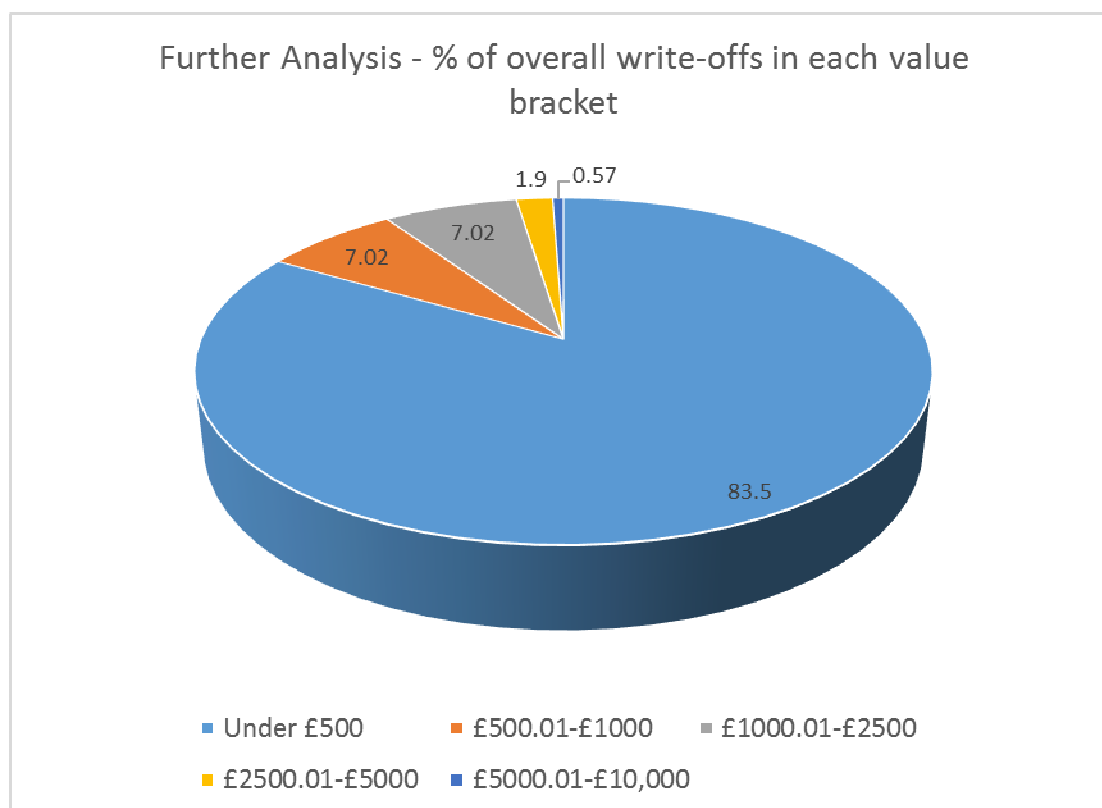
Further video conferencing facilities are being introduced as we refurbish County Hall. Smart TVs linked to video conferencing are being installed in the large

meeting rooms on each floor in the tower and in the south wing ground floor. We are also looking to put similar facilities in our larger office buildings elsewhere such as Priory House in King's Lynn and the new offices at Havenbridge House, Great Yarmouth.

Q: How many of the 471 debts that were written off were close to the £10k threshold?

A: Of the debt cases written off so far this financial year there were 3 cases that fell into the £5000-£10,000 bracket – the highest value being £8936.78.

Further analysis of all value brackets is below:



Q. The Council had recently used the services of a consultant for a short time. Members asked for information about the role and the work of the consultant.

A. Adult Social Care employed an ex-Director, to give advice and an overview of the latest thinking in the delivery of Adults services, and how the approach at Norfolk compares to the latest practice. It was a one day event that took place on 10 December 2014.

Policy and Resources Committee Item No 6

Report title:	2014-15 Revenue monitoring report month 8
Date of meeting:	26 January 2015
Responsible Chief Officer:	Executive Director of Finance (Interim)
Strategic impact This report gives details of the forecast outturn position for the 2014-15 Revenue Budget, General Balances, and the Council's Reserves at 31 March 2015, together with related financial information.	

Executive summary

On 17 February 2014, the County Council agreed a net revenue budget of £308.397m. At the end of each month, officers prepare financial forecasts for each service showing forecast expenditure and the impact this will have on earmarked reserves.

Members are recommended to note the following:

- **Revenue expenditure is forecast to underspend by £0.328m on a net budget of £308.397m.**
- **General Balances are forecast to be £19.000m at 31 March 2015, before taking into account the forecast underspend.**

1. Introduction

The Annex to this report summarises the Authority's 2014-15 financial position at the end of month 8: November 2014.

2. Evidence

The attached annex summarises forecasts for each service and the resulting impact on reserves and provisions.

The annex also summarises:

- Changes to the approved budget
- The impact of planning assumptions
- Performance against savings targets
- Treasury management
- Payments, debt and purchase order performance
- The Council's corporate risk register

3. Financial Implications

As stated above, revenue expenditure is forecast to **underspend** by £0.328m on a net budget of £308.397m. Chief Officers have responsibility for managing their budgets within the amounts approved by County Council. Chief Officers are mandated to explore measures to reduce or eliminate potential over-spends in-year, for example by reducing expenditure, to minimise the call on reserves.

4. Issues, risks and innovation

Risk implications

- 4.1 Officers have considered all the implications which members should be aware of. Specific risks are summarised in the Council's corporate risk register. A summary of corporate risks, together with associated financial implications is shown in Appendix 13 to the attached report.
- 4.2 Apart from those listed in the report, there are no other implications to take into account.

5. Background

- 5.1 Having set a budget at the start of the financial year, the Council needs to ensure its delivery within allocated and available resources which in turn underpins the financial stability of the Council. Consequently there is a requirement to regularly monitor progress so that corrective action can be taken when required.

Officer Contact

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

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Norfolk County Council

2014-15 Revenue Finance Monitoring Report Month 8

Report by the Executive Director of Finance (Interim)

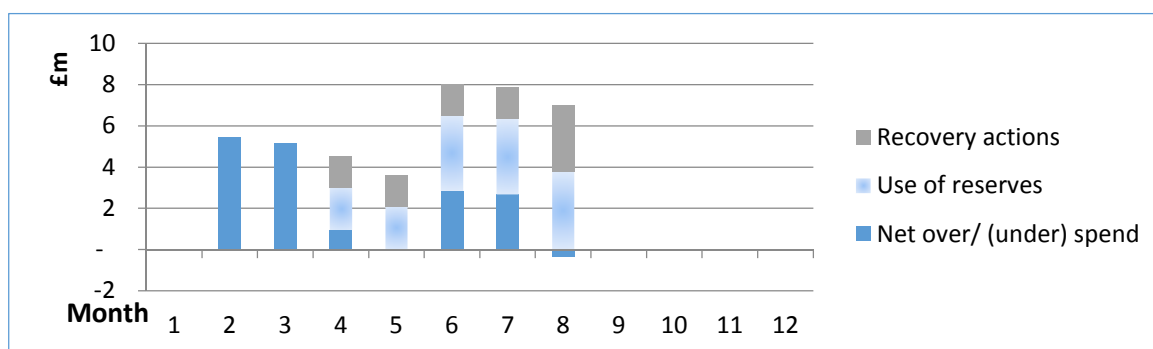
1 Introduction

- 1.1 This report gives details of:
- the latest monitoring position for the 2014-15 Revenue Budget
 - forecast General Balances and Reserves at 31 March 2015 and
 - other key information relating to the overall financial position of the Council.

2 Summary of financial monitoring position

- 2.1 At the end of November (month 8):
Revenue expenditure is forecast to **underspend** by **£0.328m** (month 7: forecast overspend £2.673m), after identified recovery actions and approved use of reserves, on a net budget of £308.397m. The chart below shows the month by month trend.

Chart 1: forecast revenue outturn 2014-15, by month, after recovery actions and approved use of reserves: Month 8 underspend of £0.328m.



- The change from a forecast overspend last month to the forecast underspend this month is primarily the result of:
 - An underspend in the Local Assistance Scheme, including the use of brought forward reserves.
 - The forecast CES net overspend has been significantly affected by increased forecast residual waste costs. Subsequent to the figure reported to 16 January 2015 EDT Committee, recovery actions amounting to £2.2m have been identified as outlined in Appendix 6, and have been reflected in the table above.
- Chief Officers are expected to deliver measures to reduce or eliminate the overspend in-year, for example by reducing expenditure, to minimise the call on reserves.
- General Balances are forecast to be £19.000m at 31 March 2015, before taking into account the forecast underspend.
- During November, Norfolk County Council agreed a full and final settlement in respect of the Willows energy from waste project. The last payment was made

on 28 November, in line with the anticipated total cost of £33.7m. This does not affect the forecast reserves, as the costs have been allowed for in previous periods. Section 6 to this report sets out the composition and use of the reserve used to fund the settlement.

- The Council has earmarked revenue reserves forecast to be £47.174m at 31 March 2015, which reflects the Willows settlement, and other movements including the approved use of reserves necessary to address budgetary pressures. The Council separately holds Reserves in respect of Schools estimated to be £35.796m at 31 March 2015.
- As at 31 March 2014 Norfolk County Council's reserves as a proportion of its net budget are significantly lower than the average for English shire counties. The underlying comparison is set out in Appendix 14 to the period 7 report reported to Policy and Resources Committee on 1 December 2014 and repeated in this report.

3 Agreed budget, changes and variations

- 3.1 The 2014-15 budget was agreed by Council on 17 February 2014 and is summarised in Appendix 1, revised for the change in directorate structures with effect from 1 December 2014. The budget has been monitored in accordance with the timetable at Appendix 2.

Table 1: 2014-15 original and revised net budget by service

Service	Approved net budget (adjusted)	Budget last period	Changes to budget November 2014	Revised budget
	£m	£m	£m	£m
Children's Services	161.903	161.966	-	161.966
Adult Social Services	248.597	249.724	-	249.724
Community and Environmental Services	171.198	171.188		171.188
Resources	25.983	25.457	-	25.457
Finance and Property	10.246	10.275	-	10.275
Finance General	-309.530	-310.213	-	-310.213
Total	308.397	308.397	-	308.397

- 3.2 The Council's total net budget has not changed during the year to date. The figures above have been adjusted to reflect the revised management structure in place from 1 December 2014. In particular, the budgets relating to the Finance and Property directorate are now shown separately. Apart from these adjustments, no re-allocations between services have taken place this month.
- 3.3 The approved net budget shown has taken into account discussions at County Council on 17 February resulting in a one-off £1m allocation not reflected in the papers prepared in advance of the meeting. This allocation is for supporting personal care/wellbeing services for older people and is funded from revenue saving on deferring borrowing for 2014-15 only.
- 3.4 Significant new in-year revenue grants over £0.100m are listed in Appendix 3.

4 Control of growth, cost pressures and savings targets

- 4.1 **Planning assumptions:** The key cost pressures identified during the preparation of the 2014-15 budget (budget book page 10) are shown in Appendix 4 along with a brief narrative showing the status in each of the following areas.

Table 2: 2014-15 key planning assumptions

Key planning assumptions	Impact £m	Status
Government funding reductions	24.786	Cost pressure realised
Pay and price inflation	14.260	General price inflation rate remain marginally lower than forecast. Agreed pay increases are within budget assumptions.
Demographics	11.590	Long term demographic pressures still apply
Willows Power and Recycling Centre	8.000	Cost pressure realised with settlement agreed November 2014.

“Demographics” refer primarily to Looked after Children and Adult Social Services demographic growth planning uncertainties.

- 4.2 **Savings targets:** The key savings targets required for the preparation of a balanced 2014-15 budget are shown in Appendix 5.
- 4.3 Forecast savings of £64.212m coupled with newly identified savings and use of community services reserves of £2.275m are £1.780m (previous month £1.780m) short of the budgeted £68.267m savings target. Savings in CES, Resources and Finance General remain on track. The number and cost of Looked After Children is a continued pressure in Children’s Services as is transport procurement, and arrangements relating to reviews of agreements for mental health and care services in Adult Social Services. A full analysis of savings is shown in Appendix 5.
- 4.4 **Termination of Willows Energy from Waste contract:** As reported to County Council on 27 May, Cabinet of 7 April 2014 resolved to allow the Willows Energy from Waste contract to terminate for planning failure. The contract was formally terminated on 16 May 2014. Contractual termination costs were estimated at £33.7m, with a reserve created for that amount.
- 4.5 On 28 November, the County Council agreed a full and final settlement in line with the £33.7m reserve removing the risk of further costs being incurred. Further details are included in section 6.

5 Revenue outturn – forecast over/underspends

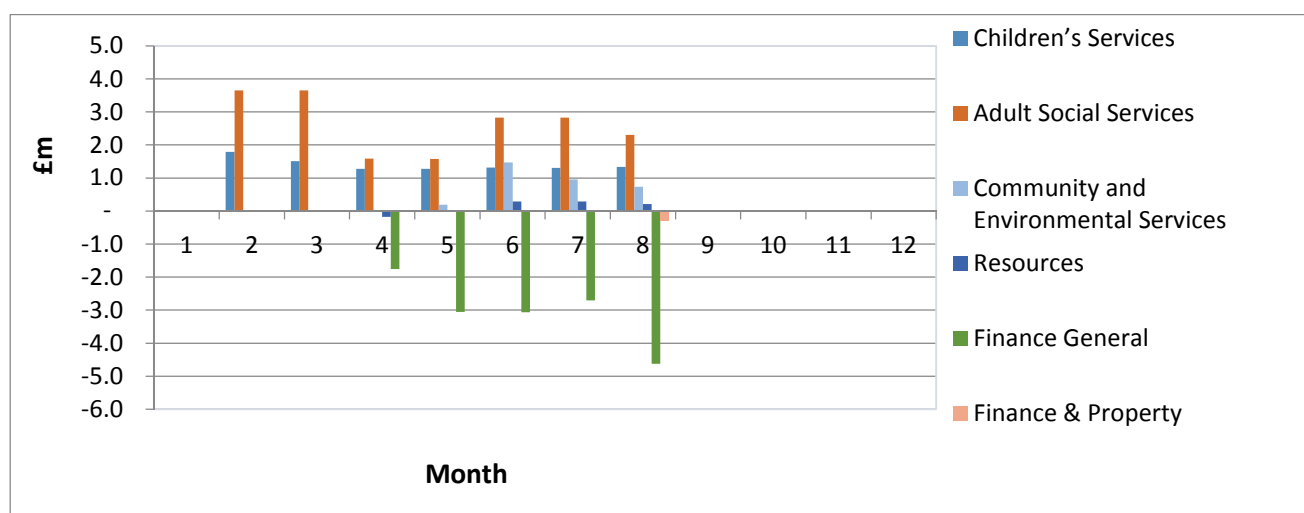
- 5.1 Chief Officers have responsibility for managing their budgets within the amounts approved by County Council. They have been charged with reviewing all of their cost centres to ensure that, where an overspend is identified, action is taken to ensure that a balanced budget is achieved for the year.
- 5.2 The latest projection for the 2014-15 revenue outturn shows a net projected overall **underspend** of £0.328m, after identified recovery actions and approved use of reserves.
- 5.3 Details of all projected under and over spends for each service, together of areas where mitigating action is being taken, are shown in Appendix 6, and are summarised in the following table:

Table 3: 2014-15 projected budget variations by service

Service	Revised Budget £m	Projected net (under)/ over spend after use of reserves £m	%	RAG
Children's Services	161.966	1.338	0.8%	A
Adult Social Services	249.724	2.305	0.9%	A
Community and Environmental Services	171.188	0.736	0.4%	A
Resources	25.457	0.208	0.8%	A
Finance	10.275	-0.292	-2.8%	G
Finance General	-310.213	-4.623	1.5%	G
Totals	308.397	-0.328	-0.1%	

- 5.4 The following chart shows service outturn projections by month:

Chart 2: service revenue outturn projections 2014-15, by month, after recovery actions and approved use of reserves



- The main differences since last month is an increased forecast £1.9m Local assistance scheme underspend in Finance General relating to a £1m current year underspend plus the use of £0.9m reserve brought forward from 13/14.
- The forecast CES net overspend has been significantly affected by increased forecast residual waste costs. The latest forecast is based on tonnages

approximately 6% higher than budgeted for. The increased tonnages are in line with trends being experienced at other authorities. Subsequent to the figure reported to 16 January 2015 EDT Committee recovery actions amounting to £2.2m have been identified as outlined in Appendix 6. The figures in Table 3 and Chart 2 are shown after recovery actions.

5.5 Analysis by subjective type

Table 4: 2014-15 forecast over/(under) spends by subjective

Subjective analysis	Approved budget	Projected over / (under) spend	%
Expenditure	£m	£m	
Employees	529.601	-2.911	-0.5%
Premises	44.531	0.058	0.1%
Transport	52.143	-0.002	0.0%
Supplies and services	139.030	-1.071	-0.8%
Agency and contract services (see note below)	455.408	25.461	5.6%
Transfer Payments	24.681	-4.314	-17.5%
Support Services	1.596	2.325	145.7%
Departmental recharge	43.503	-	0.0%
Capital Financing	106.240	-0.714	-0.7%
Income			
Government Grants	-789.646	-2.377	0.3%
Other Grants, Reimbursements etc.	-69.483	-10.190	14.7%
Customer & Client Receipts	-103.673	-1.153	1.1%
Other income		-1.173	
Interest Received	-1.832	-0.478	26.1%
Corporate Recharges including Capital Finance	-72.085	-	
Departmental Recharge	-48.492	-	
Budgeted net transfers to earmarked reserves and general balances	-3.125	-	
Use of reserves		-3.789	
Total	-308.397	-0.328	0.1%

Note: Agency and contract services relates to the delivery services through contracts with third parties: for example residual waste treatment services, and Day Care, Residential Care, and other care services contracts with companies such as NorseCare and Independence Matters.

5.6 The main pressures in absolute terms relate to the cost of adult social care agency and contract services, with a large percentage increase in “support services” a significant part of which relates to hired transport costs. A more detailed analysis of over and underspends by subjective and service is shown in Appendix 7.

6 General balances and reserves

General balances

- 6.1 On 17 February 2014 Council agreed the recommendation from the Head of Finance that a minimum level of General Balances of £19m be held in 2014-15. General Balance levels at 31 March 2015 are estimated as follows.

Table 5: forecast general balances

	£m
General Balances 31 March 2014 – Outturn report	17.288
Transfer to Residual Waste Treatment Contract Reserve	(1.288)
General Balances at 1 April 2014	16.000
Use of released funds for one-off purposes: Increase in General Balances, agreed County Council 17 February 2014	3.000
Latest forecast General Balances at 31 March 2015	19.000

The forecast does not take into account the current year projected underspend.

Earmarked reserves levels and forecasts

- 6.2 A reserve is an amount set aside for a specific purpose in one financial year and carried forward to meet expenditure in future years. The Council carries a number of reserves with totals as follows:

Table 6: budget and forecast reserves

	Forecast balance 31.3.15 when budget approved (Feb 2014)	Actual balances b'fwd 1.4.14	Previous month forecast 31 March 2015	Current forecast 31 March 2015
	£m	£m	£m	£m
Earmarked reserves - non schools	32.931	77.669	49.371	47.174
Residual Waste Treatment Contract Reserve	11.000	19.065	0.000	0.000
Reserves for Capital Use	6.270	1.755	3.146	3.887
Earmarked reserves - schools	37.661	43.075	36.438	35.796
Total	87.862	141.564	88.955	86.857

As part of the budget setting process, non schools reserves were forecast to reduce significantly during the year. Since the last report, the largest change relate to significant use of the Street Lighting reserve mainly for investment in LED technology, and the use of the £2.5m NDR reserve, offset by an increase in the forecast carry forward of ring-fenced Public Health grants. Movements on the Reserves for Capital use are explained in the receipts section of the Capital Monitoring Report.

- 6.3 The decrease in forecast schools' reserves is accounted for by a reduction in LMS balances due primarily to anticipated academy conversions and forecast use of balances in-year. The change this month relates to alternative provision, an additional twelve special school places, and services to schools transition costs, all funded by the school contingency reserve.
- 6.4 A full list of reserves can be found in Appendix 8. This appendix also lists the Council's accounting provisions, which are amounts put aside to fund future

liabilities or losses which are certain or very likely to occur, but where the amounts or dates when they will arise are uncertain.

Comparison with other authorities

- 6.5 A report produced in October 2014 by the Society of County Treasurers based on statistical returns as at 31 March 2014 shows the following:

Table 7: reserves as a proportion of net budget 31 March 2014

	Non ring-fenced reserves (earmarked and unallocated)	Unallocated reserves
Average for SCT members	28%	5%
Norfolk County Council	20%	3%

On both measures, Norfolk County Council's total reserves as a proportion of net budget (revenue support grant, retained business rates and council tax) is significantly lower than the average for English shire counties, with Norfolk in the lowest quartile. Details can be found in Appendix 14.

Residual Waste Treatment Contract Reserve

- 6.6 On 28 November, the County Council agreed a full and final settlement in line with the £33.7m reserve set aside in May for ending The Willows energy from waste project.
- 6.7 A last payment of nearly £5.9m was made on Friday 28 November, bringing the overall settlement in line with the anticipated total cost of £33.7m reported to Council in May 2014.
- 6.8 The Residual Waste Treatment Contract Reserve has been set aside and used as follows:

Table 8: Creation and use of Residual Waste Treatment Contract Reserve

	£m
Opening balance 1 April 2014, before transfer of excess general balances	19.1
The opening balance comprised transfers from excess general balances, transfers from underspends, and other initiatives including 2013-14 savings in Community Services (£1.3m), ETD (£0.8m), Fire (0.4m) and Resources (£2.5m).	
Outturn 2013-14 – excess of general balance over minimum requirement	1.3
<i>Savings in 2014-15 (total £5.350m)</i>	
Norse contributions	1.0
Sale of property – substituted for current revenue funding of capital project	0.7
Waste procurement arrangements	0.6
Household waste reserve	1.0
Savings in 2014-15 – Approved by County Council	
Reduction in funding set aside for redundancies based on past trends	1.0
Service reductions - Libraries	0.1
Service reductions – Road maintenance	0.9
Budget 2014-15 cost pressure: Willows Power and Recycling Centre planning uncertainty (ref Appendix 4)	8.0
Total set aside	33.7

Payments to July 2014 – forex and interest risk costs	(11.8)
Payment August 2014 – planning inquiry costs	(1.3)
Payment September 2014 – interim	(13.7)
Payment November 2014 – interim	(1.0)
Payment November 2014 – final	(5.9)
Balance	Nil

The settlement has removed the risk of further costs being incurred in future

7 Treasury management, payment performance and debt collection

- 7.1 Treasury management: the corporate treasury management function ensures the efficient management of all the authority's cash balances. Following period 8, on 10 December 2014, a dividend of £0.104m received from the Administrators of the Icelandic Bank Kaupthing Singer & Friedlander. A detailed treasury management update is included as Appendix 9.
- 7.2 Payment performance: approximately 460,000 invoices are paid annually. In November 2014, 95.7% were paid within a target of 30 days from receipt, against a target of 90%. A month by month analysis is shown in Appendix 10.
- 7.3 Debt recovery: Each year the County Council raises over 120,000 invoices for statutory and non-statutory services totalling over £900m. Outstanding debt: the value of outstanding debt is continuously monitored and recovery procedures are in place to ensure that action is taken to recover all money due to Norfolk County Council.
- 7.4 An extensive debt collection analysis is shown at Appendix 11 including:
- A summary of 2013-14 debt collection performance showing that 92% of all invoiced income was collected within 30 days of issuing an invoice, and 98% was collected overall
 - Collection performance for November 2014: 92.2% (previous month 88.8%) of invoices were collected within 30 days
 - Levels of outstanding debt – secured £9.61m and unsecured £27.12m (previous month £9.63m & £29.6m respectively) and
 - Debts written off (ref paragraph below).
- 7.5 For the period 1 April 2014 to 30 November, 596 debts less than £10,000 have been written off following approval from the Executive Director of Finance. These debts totalled £224,017.70. No debts over £10,000 have been written off.
- 7.6 As from December 2014, people can pay their Norfolk County Council invoices using a 24-hour automated telephone payment line charged at a local rate. The line uses a touchtone recognition system to allow customers to pay their invoices, using a debit or credit card, over the phone at any time of the day or night. During working hours, callers will also have the option of talking to a customer services advisor. The Council hopes to roll the service out to student transport and concessionary transport in 2015.

8 Purchase order performance

- 8.1 Whenever a commitment is made to purchase goods or services, a purchase order should be raised in advance. The Council's objective is that ultimately there should be no 'retrospective' purchase orders – orders raised after the invoice has been received with a target of no more than 5% by April 2015.
- 8.2 Performance against this objective is measured in two ways:
- by value – the value of spending via retrospective orders as a percentage of total spending; and
 - by volume – the number of retrospective orders as a percentage of all orders.
- 8.3 As can be seen in Appendix 12, performance on both measures has improved. Compared to the same month last year, average retrospective spending has reduced from 41% to 10% by value, whilst the proportion of orders which are retrospective has fallen from 55% to 26%.

9 Financial risk management

- 9.1 The Council's risk management processes seek to identify, analyse, evaluate and treat risks. This is done through all levels of the organisation, and summarised at departmental and corporate level.
- 9.2 Risks which affect corporate or strategic objectives are gathered in the corporate risk register. The Council's Audit Committee receives reports on key corporate risks, progress on their treatment and corporate risk management performance on a quarterly basis.
- 9.3 An analysis of corporate risks, together with associated financial implications is shown in Appendix 13.
- 9.4 There are currently three risks which are classed as high or "red", being the risks associated with:
- Failure to meet the long term needs of older people
 - Failure to follow data protection procedures
 - Looked After Children overspends
- Further details of timescales, and mitigation targets are shown in Appendix 13.
- 9.5 There have been no significant changes to the risks identified since the last report.

10 Medium Term Financial Strategy

10.1 The Council's Medium Term Financial Strategy 2014-17, includes the following policy objectives:

Table 9: MTFS 2014-17 action and status

MTFS 2014-17 action	Current status
County Farms: To review the economic case for the investment in and returns from County Farms	A member working group has been set up to review County Farms strategy and policy, The 5 January 2015 working group agreed a contribution of £2.5m to support the 2015-16 revenue budget.
Carbon – to consider the stretch target proposed by the October 2013 Corporate Resources Overview and Scrutiny Panel for the 2015-18 MTFS.	A Carbon and Energy Reduction Programme Report was presented to the September EDT Committee This shows that there have been savings across all services of 17.1% when compared to the 2008-09 baselines. The Council is working towards achieving 50% by 2019-20, with a particular focus on transport (including business mileage) and street lighting.
Other medium term budget objectives	Risks
EU funding target: to achieve savings of £750,000 each in 2015-16 and 2016-17 – to contribute towards adult care services	A number of projects across the authority with some potential for EU funding have been identified. The Economic Programmes Team is working on these, and on identifying further opportunities.
Business rates	Commentary / uncertainty
The County Council's Business rates income assumptions are based on "NNDR1" returns are required by the DCLG and prepared by district councils in January.	<p>The January 2014 NNDR returns forecast growth above the government set baseline of £0.175m, and this was incorporated into the Council's budget agreed by Council in February. However business rates are volatile and difficult to forecast, and until the January 2015 NNDR1s have been analysed a prudent approach has been taken. Current budget projections are not assuming any business rates growth.</p> <p>NNDR1 forms, when received, will include forecasts of business rates to be collected in 2015-16. Any growth in 2015-16 income projected in these returns will be incorporated into the Council's budget once the returns are received.</p> <p>There may also be a further adjustment to the 2015-16 budget when the districts have finalised the 2014-15 outturn position in May 2015.</p>

Officer Contact

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Appendices

Appendix 1: Approved budget

Appendix 2: Monthly timetable

Appendix 3: In-year grant funding

Appendix 4: Planning assumptions

Appendix 5: Savings

Appendix 6: Projected outturn for each service

Appendix 7: Revenue projections by subjective

Appendix 8: Projected earmarked reserves and provisions

Appendix 9: Treasury management

Appendix 10: Payment performance

Appendix 11: Debt collection

Appendix 12: Purchase order performance

Appendix 13: Corporate risk register summary

Appendix 14: Reserves as a proportion of net budget 2013-14 – SCT comparison

Approved budget 2014-15

Agreed by Council 17 February 2014

	Approved budget
<i>Analysis by service</i>	£m
Children's Services	161.903
Community Services - Adult	248.597
Community Services - Cultural	15.326
Environment, Transport and Development	108.840
Fire and Rescue Service	27.804
Resources	55.457
Finance General	-309.530
Total net expenditure	308.397

Funded by	
Council tax	-308.397
Total	-308.397

Subjective analysis	
Expenditure	
Employees	529.601
Premises	44.531
Transport	52.143
Supplies and services	154.176
Agency and contract services	455.408
Transfer Payments	24.681
Support Services	1.596
Departmental recharge	43.503
Capital Financing	106.240
Total Expenditure	1,411.879
Income	
Government Grants	-789.646
Other Grants, Reimbursements etc.	-87.754
Customer & Client Receipts	-103.673
Interest Received	-1.832
Corporate Recharges including Capital Finance	-72.085
Departmental Recharge	-48.492
Council Tax	-308.397
Total Income	-1,411.879

Budget monitoring timetable 2014-15

Table A2: Budget monitoring timetable 2014-15

Accounting Period	Accounting Month Period End	Finance report prepared	MEMBERS & PUBLIC circulation	Meeting	Forecast net overspend/ (underspend) £m
April	30-Apr				
May	31-May	Fri 27/06/2014	Fri 04/07/2014	Mon 14/07/2014	
June	30-Jun	Fri 25/07/2014	Thu 28/08/2014	Fri 05/09/2014	5.157
July	31-Jul	Fri 29/08/2014	Fri 19/09/2014	Mon 29/09/2014	0.958
August	31-Aug	Thu 25/09/2014		Mon 27/10/2014	0.025
September	30-Sep	Mon 27/10/2014	Fri 21/11/2014	Mon 01/12/2014	2.852
October	31-Oct	Thu 27/11/2014		Mon 01/12/2014	2.673
November	30-Nov	Fri 02/01/2015	Fri 16/01/2015	Mon 26/01/2015	-0.328
December	31-Dec	Wed 28/01/2015		Mon 23/03/2015	
January	31-Jan	Thu 26/02/2015	Fri 13/03/2015	Mon 23/03/2015	
February	28-Feb	Thu 26/03/2015	Mon 20/04/2015	Tue 28/04/2015	
March	31-Mar	Thu 30/04/2015	tbc	tbc	
	Outturn	Tue 02/06/2015			

In-year Grant Funding

The following table summarises revenue grants greater than £0.100m announced since the budget was approved, due to be received in 2014-15:

Table A3a: New grant funding > £100,000 since 1 April 2014

New Grant Funding	Details	£m
PE and Sports Grant	New unconditional DfE grant for the improvement of PE and sports in schools: increase of £1.7m since P6 figure last reported.	2.874
Universal Infant Free School Meals Grant	Grant to enable schools to provide free school meals to all pupils in reception, year 1 and year 2.	5.395
DCLG Transformation Challenge Award funding	Grant resulting from successful joint bid by Norfolk and Suffolk NHS Foundation Trust for government funding to help support new mothers with postnatal depression and puerperal psychosis – preventing babies and young children needing to come into care.	0.623
Business Rates cap compensation grant	Compensation for the reduced income from business rates as a result of the 2% cap on the small business rates multiplier.	1.195
Special Educational Needs and Disability (SEND) Implementation Grant	The purpose of this grant is to provide support to local authorities in England towards additional expenditure lawfully incurred or to be incurred by them in implementing the SEND reforms, including in transferring children and young people from statements and young people in further education or training who had Learning Difficulty Assessments to Education, Health and Care plans.	0.639
Total in-year grants > £100,000 to date		10.726

The following grants have been confirmed to fund existing schemes for which no budget was originally set due to uncertainties at the time of the budget:

Table A3b: Grant funding > £100,000 since 1 April 2014, continuation of previous schemes not confirmed at time of budget

New Grant Funding	Details	£m
Troubled Families Grant	Government programme designed to help troubled families.	3.178
Adoption Reform Grant	Government grant designed to recognise the programmes of change underway in the area of adoption.	2.410
Total in-year grants > £100,000 to date		5.588

Financial Plan – 2014-15 planning assumptions

In preparing the 2014-15 financial plan, the following key risk areas have been taken into account (Cost Pressures, Budget Book page 10).

Table A4: key financial planning assumptions 2014-15

Planning assumption 2014-15	Financial impact	Latest position
	£m	
Significant funding pressures		
Government funding reductions	24.786	No change in assumption. Note: the council tax freeze grant was anticipated in the 2014-15 base budget.
Significant cost pressures		
Pay inflation	1%	As at 18 November, the national employers and the trade unions have reached agreement on a pay award for 'Green Book' employees (Scales A to O). This is a two-year deal which runs until 31 March 2016. Employees earning £14,880 (Scale C, salary point 11) and above will get a 2.2% pay increase from 1 January 2015, with higher percentage increases for those earning less than this. Employees on scales P and above are subject to local pay negotiations.
Price inflation	14.260 (includes pay and price inflation)	Price inflation has only been forecast where there is a contractual need or where it is known that price increases will occur. Rates of inflation applied to budgets differ between 0% where inflationary increases have been withheld, to an expected 7% rise in the contract price for electricity. Some budgets will experience price rises linked to CPI which was forecast at 2.34%. The Consumer Prices Index (CPI) grew by 1.0% in the year to November 2014, down from 1.3% in October. (Source: ONS.gov.uk).
Demographics – primarily increases in Looked after Children and Adult Community Services demographic growth	11.590	Community Services – Adult demographic pressure of £6.934m was based on the latest ONS statistics for population growth (2.18% in over 65s and 0.36% in 18-64 year olds) and 2013/14 expenditure trends. More assessments were undertaken in the first 6 months of 2014-15 compared to 2013-14 indicating continued pressures within this area. Learning Difficulties demographic pressures were calculated by forecasting the number of service users transitioning from Children's Services and estimates of expected growth in adult service users. These forecast pressures are under review. Children's Services original demographic pressure of £2.081m was based on being 40 Looked After Children above target. The demographic pressure was revised to £3.931m in November 2013 taking into account LAC being 84 above target and revised average LAC costs. The demographic pressures are inextricably linked with budgeted savings in place to change the services provided to prevent children coming into care.
Willows Power and Recycling Centre planning uncertainty	8.000	On 28 November, the County Council agreed a full and final settlement in line with the £33.7m reserve. This crystallised the cost pressure and has removed the risk of further costs being incurred.

Financial Plan 2014-15 savings

Table A5a: savings 2014-15 by category and by service

	Children's Services	Adult Social Services	CES - Cultural	CES – former ETD	CES - Fire	Resources	Finance & Property	Finance General	Total
Categorisation of Saving	£m	£m	£m	£m	£m	£m	£m	£m	£m
Organisational Change - Staffing	0.375	0.460	0.260	1.250	0.499	2.769	0.000	0.000	5.613
Organisational Change - Systems	6.610	1.340	0.212	3.340	0.381	2.074	1.100	0.000	15.057
Procurement	0.521	3.900	0.000	6.400	0.000	0.094	0.000	0.000	10.915
Shared Services	0.000	1.804	0.260	0.050	0.000	0.000	0.000	0.000	2.114
Capital	0.000	0.000	0.000	0.200	0.724	0.000	0.000	0.000	0.924
Terms & Conditions of Employees	0.126	0.108	0.000	0.038	0.000	0.016	0.003	0.000	0.291
Income & Rates of Return	0.000	0.000	0.361	1.623	0.043	0.411	0.000	5.138	7.576
Assumptions under Risk Review	0.484	0.000	0.000	0.150	0.036	3.201	0.000	7.220	11.091
Reducing Standards	2.790	2.200	0.931	1.151	0.000	0.073	0.000	0.000	7.145
Cease Service	0.474	2.615	0.010	0.300	0.087	0.000	0.000	0.000	3.486
Budgeted Savings	13.160	14.702	2.034	14.502	1.770	8.638	1.103	12.358	68.267
P08-15 Forecast Savings	11.380	12.427	2.034	14.502	1.770	8.638	1.103	12.358	64.212
New identified use of reserves	0.000	2.275	0.000	0.000	0.000	0.000	0.000	0.000	2.275
Variance	-1.780	0.000	0.000	0.000	0.000	0.000	0.000	0.000	-1.780

Savings Variance	Children's Services	Adult Social Services	CES - Cultural	Total
Categorisation of Saving	£'000	£'000	£'000	£'000
Organisational Change - Staffing	0.000	0.000	0.000	0.000
Organisational Change - Systems	-2.115	0.000	0.216	-1.899
Procurement	-0.269	-0.250	0.000	-0.519
Shared Services	0.000	-0.200	-0.220	-0.420
Capital	0.000	0.000	0.000	0.000
Terms & Conditions of Employees	0.000	0.000	0.000	0.000
Income & Rates of Return	0.000	0.000	0.004	0.004
Assumptions under Risk Review	0.484	0.000	0.000	0.484
Reducing Standards	0.120	-1.800	0.000	-1.680
Cease Service	0.000	-0.025	0.000	-0.025
Use of reserves	0.000	2.275	0.000	2.275
Total	-1.780	0.000	0.000	-1.780

As at P08-15 forecast savings of £64.212m coupled with newly identified savings and use of reserves of £2.275m are £1.780m short of the budgeted £68.267m savings target.

Savings in CES Transport, Environment and Development, CES - Fire, Resources and Finance General are all on track.

The number and cost of Looked After Children are not reducing as planned leading to a forecast saving shortfall of £2.115m. There is also a shortfall in Children's procurement savings around purchasing yellow buses and leasing mini-buses totalling £0.269m.

This shortfall in Children's Services have been offset slightly by an additional £0.484m saving for reduced retirement costs for teachers, achieving a saving of £0.120m early to reduce funding for school crossing patrols.

Community Services – Adults are £0.250m short on a saving to review the agreement with the Mental Health Trust, £1.800m short on the saving to reduce the number of service users we provide transport for, £0.200m short on the saving for joint senior management posts with Health and £0.025m short on the saving to charge people who fund their own social care the full cost of transport.

Adult Social Services have also identified use of £2.275m of the Prevention Reserve, which was set up to mitigate the risk in delivering the prevention savings.

CES – Cultural Services have a £0.040m shortfall in the renegotiating joint museums funding saving, a £0.056m shortfall in the museums income generation saving, and a £0.180m shortfall in the sharing of library buildings with other organisations savings. These are offset by additional savings of £0.060m in the museums VAT exemption saving. £0.036m additional savings controlling spend in museums and £0.180m additional savings controlling spend in libraries.

Projected revenue outturn by service analysis

Chief Officers monitor their cash limited budgets throughout the year and report the position through the Executive Director of Finance. The latest projection for the 2014-15 revenue budget shows a net projected overall variance analysed as follows:

Table A6a: projected revenue over and (under) spends by service

Service	Revised Budget	Service total projected overs spend	Service total projected (under) spend	Net total over / (under) spend	%
	£m	£m	£m	£m	
Children's Services	161.966	9.400	-8.062	1.338	0.8%
Adult Social Services	249.724	12.363	-10.058	2.305	0.9%
Community and Environmental Services	171.188	2.365	-1.629	0.736	0.4%
Resources	25.457	0.472	-0.264	0.208	0.8%
Finance	10.275	-	-0.292	-0.292	-2.8%
Finance General	-310.213	-	-4.623	-4.623	1.5%
Totals current month	308.397	24.600	- 24.928	-0.328	-0.1%
Previous month	308.397	23.163	-20.490	2.673	0.9%

The net underspend is a result of a range of underlying forecast over and underspends which are listed on the following pages and which are the subject of detailed monitoring.

Reconciliation between current and previously reported underspend

Table A6b: monthly reconciliation of over / (under) spends

	£m
Forecast 2014-15 over/(under)spend previous month	2.673
Movements in current period - summary	
Children's Services	0.036
Adult Social Services	-0.525
Community and Environmental Services	-0.218
Resources	-0.085
Finance	-0.292
Finance General	-1.917
Latest forecast over / (under) spend after use of reserves	-0.328

Chief Officers have responsibility for managing their budgets within the amounts approved by County Council. They have been charged with reviewing all of their cost centres to ensure that, where an overspend is identified, action is taken to ensure that a balanced budget is achieved for the year.

Where action has not been identified, it may be necessary to draw on reserves:

Table A6c: recovery actions and use of reserves

Service	Service total projected over spend £m	Identified recovery actions £m	Use of reserves £m	Net total over / (under) spend £m
Children's Services	1.338	-	-	1.338
Adult Social Services	7.094	-1.000	-3.789	2.305
Community and Environmental Services	2.967	-2.231		0.736
Resources	0.208			0.208
Finance	-0.292			-0.292
Finance General	-4.623	-	-	-4.623
Totals current month	6.692	-3.231	-3.789	-0.328
Previous month	7.972	-1.510	-3.789	2.673

Appendix 6 continued

Projected revenue budget outturn by service - detail

Children's Services	Projected over spend	Projected under spend	Change this month
	£m	£m	£m
Additional Looked After Children agency costs	2.092		-0.023
Additional Residence / Kinship costs	0.496		
Additional costs of agency social workers	1.815		0.100
Savings on Looked After Children legal costs		-0.830	-0.250
Savings on Looked After Children transport costs		-0.190	
Additional cost of Newborn and Infant Physical Examination (NIPE)	0.400		0.400
Ofsted unregulated accommodation for 16/17 year olds	0.350		0.090
Additional adoption allowances	0.185		
Additional adoption recruitment costs	-		
Additional fostering recruitment costs	0.015		
Reduced fostering allowances		-0.220	
Reduced running costs of NCC's Children's Homes		-0.225	
Reduced cost of Information Advice and Guidance Service		-0.250	
Reduced cost of Early Years & Childcare Service		-0.520	-0.190
Savings on school crossing patrols		-0.120	
Reduced school pension/redundancy costs		-0.484	
Reduced Education Support Grant due to schools becoming academies	0.633		0.409
Additional cost of SEN transport	0.550		
Clinical commissioning team and commissioned therapy and assessment services		-0.544	-0.400
Maximisation of use of grants		-1.815	-0.100
<u>Dedicated Schools Grant</u>			
Additional school maternity costs	0.095		
Additional cost of Early Years 1-2-1 SEN	0.300		
Reduced cost of Early Years 2 year old entitlement		-2.424	
Reduced cost of Early Years 3/4 year old entitlement		-0.300	
Reduced cost of the Minority Achievement & Attain Service		-0.140	-0.140
Agreed Alternative provision for Education funded by school contingency reserve	0.190		
Agreed additional 12 Special school places funded by school contingency reserve	0.352		
Agreed Services to schools transition costs funded by school contingency reserve	0.150		
Cont'n to schools contingency fund as a result of the above	1.777		0.140
Forecast outturn for Children's Services	9.400	-8.062	0.036
		1.338	

	Projected over spend	Projected under spend	Change this month
	£m	£m	£m
Adult Social Services (change as compared to P6)			
Management, Finance and Transformation		-2.087	
Commissioning, including Supporting People	0.507		-0.705
Central Services – Business Development	0.051		-0.047
Human Resources, Training and Organisational Development		-0.158	-0.150
Safeguarding	11.016		0.759
Prevention	0.789		-0.076
Income from Service users		-3.024	-0.683
Over / (under) spend before recovery actions	12.363	-5.269	-0.902
		7.094	
Recovery actions - use of £1m Norsecare contract rebate to mitigate overspend		-1.000	0.510
Use of Reserves		-3.789	-0.133
Forecast total for Adult Social Services	12.363	-10.058	-0.525
Over / (under) spend after recovery actions and approved use of reserves		2.305	

Community and Environmental Services	Projected over spend	Projected under spend	Change this month
	£m	£m	£m
Highways and Transport Services		- 0.124	- 0.073
Environment and Planning	2.793		1.626
Economic Development and Strategy		-	-
Business Development and Support	0.316		0.371
Cultural Services	0.128		- 0.077
Customer Services		-	
Community Safety & Fire		- 0.146	- 0.086
ICT (now under Resources)		-	0.252
Forecast out-turn for CES - before recovery actions	3.237	-0.270	2.013
		2.967	
CES Recovery actions			
Highways and Transport Services		- 0.400	- 0.400
Environment and Planning		- 0.428	- 0.428
Economic Development and Strategy		- 0.218	- 0.218
Business Development and Support		- 0.982	- 0.982
Cultural Services		- 0.128	- 0.128
Customer Services		- 0.075	- 0.075
CES – Recovery actions	-	-2.231	-2.231
		-2.231	
Forecast out-turn for CES – after recovery actions	3.237	-2.501	-0.218
		0.736	

The increased net overspend before recovery actions in CES is primarily due to increased residual waste costs. The current forecast is based on tonnages approximately 6% higher than budgeted for. The increased tonnages are in line with trends being experienced at other authorities. The recovery actions are savings identified subsequent to the figure reported to 16 January 2015 EDT Committee.

Resources, Finance and Finance General	Projected over spend	Projected under spend	Change this month
Resources	£m	£m	£m
Policy and Performance – Norfolk Ambition / Projects		-0.104	
Procurement		-0.160	-0.085
Human Resources – reduced income from schools	0.261		
Nplaw – reduced internal demand	0.211		
ICT		-	-
Net forecast outturn for Resources	0.472	-0.264	-0.085
		0.208	
Finance			
Budgeting and Financial Management - Schools trading and vacancy management		-0.292	-0.292
		-0.292	-0.292
Finance General			
Local assistance scheme £1m current year underspend and use of £0.9m reserve brought forward from 13/14		-1.900	-1.900
Adjustment to forecast interest on balances		-0.478	-0.017
Adjustment to minimum revenue provision		-0.714	
ESPO dividend		-0.336	
S31 Business Rates cap compensation grant – unbudgeted adjustment re 2% inflation cap		-1.195	
Net forecast outturn for Finance General	0.000	-4.623	-1.917
		-4.623	

Latest Revenue Projections by subjective analysis

Table A7: Revenue forecast (under)/over spend by subjective

<i>Subjective analysis</i>	<i>Approved Budget by subjective</i>	<i>Children's Services</i>	<i>Adult Social Services</i>	<i>CES</i>	<i>Resources</i>	<i>Finance</i>	<i>Finance general</i>	<i>Total variance</i>
		Forecast (under)/over spend						
Expenditure	£m	£m	£m	£m	£m	£m	£m	£m
Employees	529.601	-0.719	-0.367	-1.533		-0.292		-2.911
Premises	44.531	-0.225	0.393	-0.110				0.058
Transport	52.143	-0.100	0.053	0.045				-0.002
Supplies and services	139.030	0.861	-1.771	-0.161				-1.071
Agency and contract services	455.408	2.343	20.553	2.565				25.461
Transfer Payments	24.681		-2.414				-1.900	-4.314
Support Services	1.596	0.360	2.229		-0.264			2.325
Departmental recharge	43.503		0					0.000
Capital Financing	106.240		0				-0.714	-0.714
Income								0.000
Government Grants	-789.646	-1.182					-1.195	-2.377
Other Grants, Reimbursements etc.	-69.483		-9.630	-0.224			-0.336	-
Customer & Client Receipts	-103.673		-1.743	0.118	0.472			-1.153
Other income			-1.209	0.036				-1.173
Interest Received	-1.832						-0.478	-0.478
Corporate Recharges including Capital Finance	-72.085							-
Departmental Recharge	-48.492							-
Budgeted net transfers to earmarked reserves and general balances	-3.125							-
Use of reserves			-3.789					-3.789
Council Tax / net expenditure	-308.397	1.338	2.305	0.736	0.208	-0.292	-4.623	-0.328

Note: On 17 February 2014, County Council approved budget proposals for 2014-2017 which included the profiled use of non-schools earmarked reserves. Where needed, they are shown above to mitigate forecast overspends.

Reserves and provisions £m

	Forecast 31.3.15 Approved Budget	Actual Balances 1.4.14	Forecast Balances 31.3.15 Prev mnth	Forecast Balances 31.3.15 current
All Services				
Building Maintenance	1.186	1.672	2.152	2.152
Information Technology Reserve	2.934	10.226	5.791	5.961
Repairs and Renewals Fund	2.157	3.925	3.315	3.227
Unspent Grants and Contributions	4.789	12.826	6.835	9.374
	11.066	28.649	18.093	20.714
Children's Services				
Children's Services Improvement Fund	-	1.741	0.241	0.241
	0.000	1.741	0.241	0.241
Adult Social Services				
Adult Social Services Residential Review	2.023	3.025	2.330	2.330
Adult Social Care Legal Liabilities	2.253	3.094	0.133	-
Prevention Fund	1.267	1.140	0.533	0.533
	5.543	7.259	2.996	2.863
CES - Cultural				
Adult Education Income Reserve	0.018	0.160	0.159	0.159
Archive Centre Sinking Fund	0.274	0.261	0.263	0.263
Museums Income Reserve	0.024	0.039	0.024	0.024
Residual Insurance and Lottery Bids	0.100	0.423	0.410	0.415
	0.416	0.883	0.856	0.861
CES – Transport, Environment, Development				
Economic Development	2.649	4.215	2.184	2.184
Highways Maintenance	1.930	4.625	4.282	4.282
Historic Buildings	0.178	0.199	0.086	0.086
NDR Reserve	-	2.500	2.500	-
Norfolk Infrastructure Fund	0.491	2.015	1.217	1.217
P & T Bus De-registration	-	0.064	0.064	0.064
P & T Demand Responsive Transport	-	0.156	-	-
P & T Park & Ride	0.012	0.012	0.012	0.012
P & T Road Safety Reserve	0.000	0.150	0.226	0.226
P & T Street Lighting Sinking Fund	5.595	7.040	4.877	5.401
ETD – Re-procurement Strategic Partnership	-	0.035	-	-
ETD – Transformation Reserve	-	0.625	-	-
Public Transport Commuted Sums	0.016	0.016	0.014	0.014
Waste Management Partnership Fund	-	0.397	0.382	0.382
	10.871	22.049	15.844	13.868
CES – Community Safety & Fire				
Fire Operational Equipment Reserve	0.298	0.967	0.962	0.962
Fire Pensions Reserve	0.273	0.348	0.348	0.348
Fire Operational Reserve	0.177	0.542	0.542	0.542
	0.748	1.857	1.852	1.852
Resources				
nplaw Operational Reserve	0.306	0.306	0.286	0.286

	0.306	0.306	0.286	0.286
Corporate				
Car Lease Scheme surplus	0.798	0.222	0.222	0.381
Health and Wellbeing Board Reserve (part previously included with Strat. P'ship reserve)	-	0.027	-	-
Local Assistance Scheme Reserve	-	0.900	0.900	-
Strategic Partnership	0.016	0.184	-	-
Icelandic Banks Reserve	0.790	2.444	0.999	0.999
Industrial Estate Dilapidations	0.010	0.010	0.010	0.010
Insurance	0.017	0.027	0.027	0.027
Modern Reward Strategy Reserve	-	4.359	-	-
Organisational Change and Redundancy Reserve	1.535	5.605	4.196	4.137
Strategic Ambitions Reserve	0.815	1.147	0.878	0.935
Residual Waste Treatment Contract Reserve	11.000	19.065	-	-
	14.981	33.990	7.232	7.389
Non – Schools Total	43.931	96.734	47.400	47.174
Reserves for Capital Use				
Usable Capital Receipts	6.270	1.755	4.738	3.887
Schools Reserves				
Building Maintenance Partnership Pool	1.061	1.197	1.197	1.197
Building Maintenance Non-Partnership Pool	-	1.034	0.996	0.996
Children's Services Equalisation	-	0.249	0.655	0.655
LMS Balances	21.631	26.517	18.243	18.243
Norwich Schools PFI Sinking Fund	1.711	2.061	2.061	1.971
Schools Contingency	10.711	9.315	9.952	10.092
Schools non-teaching activities	1.010	1.170	1.170	1.170
Schools Playing Field Surface Sinking Fund	0.409	0.248	0.188	0.188
Schools Sickness Insurance Reserve	1.128	1.284	1.284	1.284
Schools Total	37.661	43.075	35.746	35.796
Provisions				
Adult Social Services				
Adult Social Services Doubtful Debts	0.851	0.942	0.952	0.952
Potential pension liability arising from the transfer of staff to the Norfolk & Waveney Mental Health NHS Foundation Trust	-	1.370	0.670	0.670
Corporate				
Insurance	12.000	12.941	12.941	12.941
Redundancy	-	5.163	2.086	2.086
CES - Transport, Environment, Dev'mt				
Closed landfill long term impairment provision	9.132	9.189	9.133	9.133
ETD Doubtful Debts	0.050	0.050	0.050	0.050
CES - Community Safety & Fire				
Retained Firefighters and Part-time Workers (Prevention of Less Favourable Treatment) Regs	0.775	0.850	0.850	0.850
Schools Provisions				
Children's Services Provision for Holiday Pay	0.018	0.017	0.017	0.017

The main changes between 31 March 2014 and the estimated position at 31 March 2015 are:

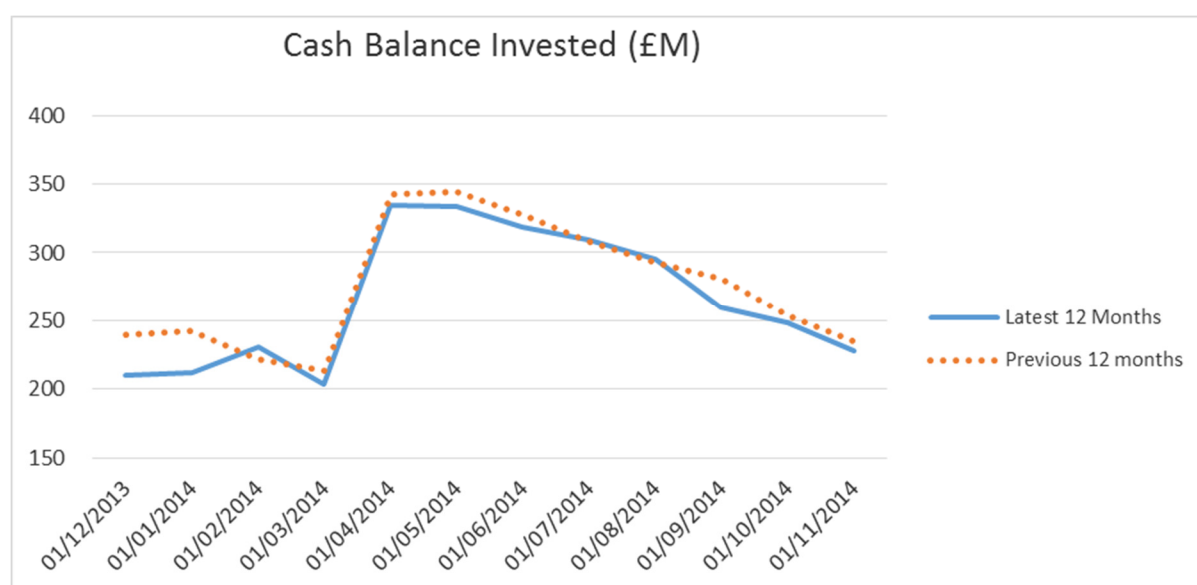
- Residual Waste Treatment Contract Reserve – Following an agreement of compensation payable in respect of the Willows Energy from Waste Contract, this reserve will be fully exhausted.
- Increase of £1m in the residential review reserve, offset by an equivalent decrease in ASC unspent grants and contributions in respect of the social care reform grant which is being used to fund the transformation programme.
- Anticipated use of the Adult Social Care Legal Liabilities reserve in relation to adult social care budgetary pressures
- Significant use of the Public Health Reserve within Unspent Grants and Contributions, as amounts received in 2013-14 in respect of services to be delivered in 2014-15 are spent.
- Modern Reward Strategy reserve forecast to reduce to zero by 31 March 2015 in line with funding in approved budget.
- Icelandic Banks Reserves and Organisational Change reserves reduced in line with approved budget.
- A transfer of £3m from the forecast Redundancy Provision to the Organisational Change and Redundancy Reserve in order to comply with a tighter definition of what can be included within provisions for statutory financial reporting purposes.
- Full use of the Local Assistance Scheme Reserve during 2014-15.

9 Treasury Management Performance Monitoring

9.1 Cash Flow Management

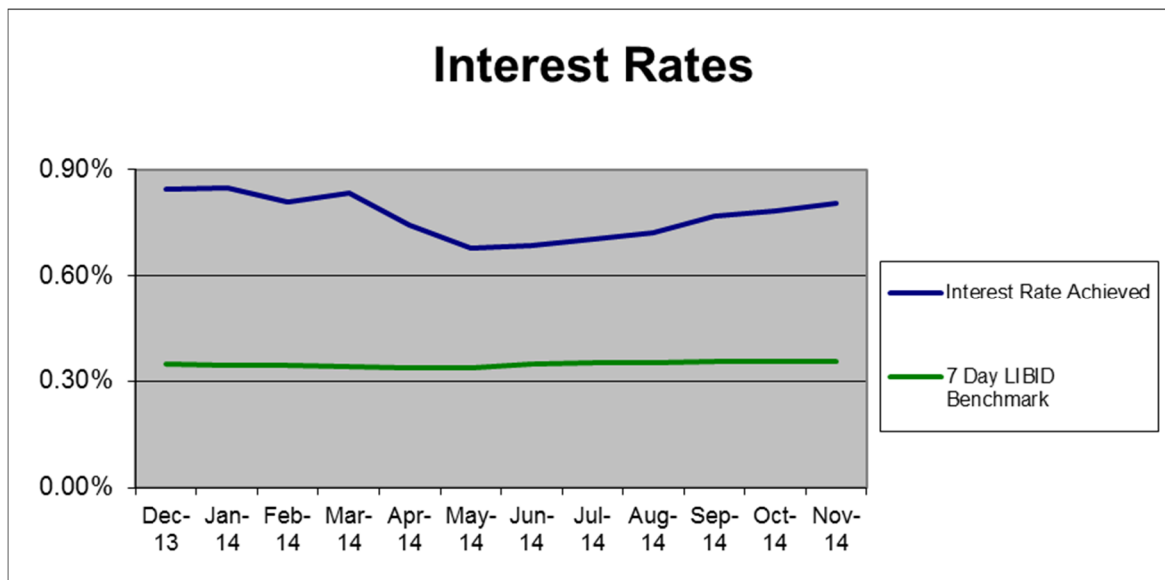
9.1.1 Income received amounts to £1,083m, while payments (including debt repayment) total £1,058m, resulting in an overall increase in cash balances of £25m. Cash balances available for investment have therefore increased from £203m at 1st April 2014 to £228m at the 31st November 2014. The cumulative average balance un-invested has remained within the tolerance of plus/minus £0.025m across all 530 bank accounts.

9.1.2 The graph below shows the level of cash balances over the last 12 months (against a comparison for the previous 12 months). The spike in April 2014 reflects the front loading of Business Rates Retention and Revenue Support Grant (£124M of the £246M annual total received).



9.2 Interest Earned on Cash Balances

9.2.1 All monies invested by the County Council in the money markets are placed with institutions on the Council's Authorised Lending List.



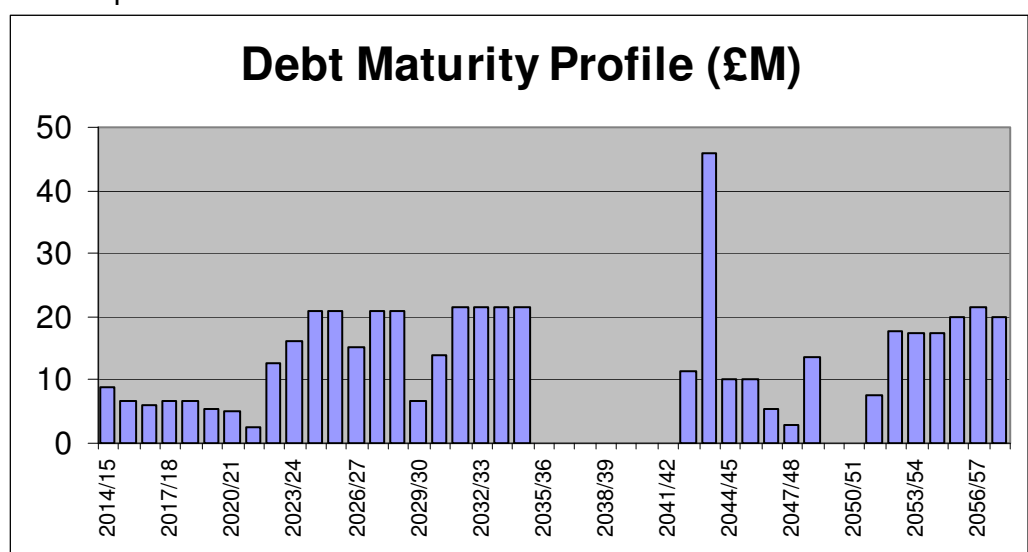
9.2.2 Gross interest earned for the period 1st April 2014 to 30th November 2014 is £1.383m.

9.3 Long Term Borrowing

9.3.1 In accordance with the approved 2014-15 Investment Strategy, the County Council continues to delay new borrowing for capital purposes, using cash balances on a temporary basis to avoid the cost of 'carrying' debt in the short term. Delaying borrowing and running down the level of investment balances also reduces the County Council's exposure to investment counterparty risk.

9.3.2 The Council's overall borrowing requirement in 2014-15 is approx. £113m. This represents past capital expenditure for which the approved borrowing has not yet been drawn down due to the treasury management factors explained above.

9.3.3 The Council's debt portfolio at 30th November 2014 is £496m.

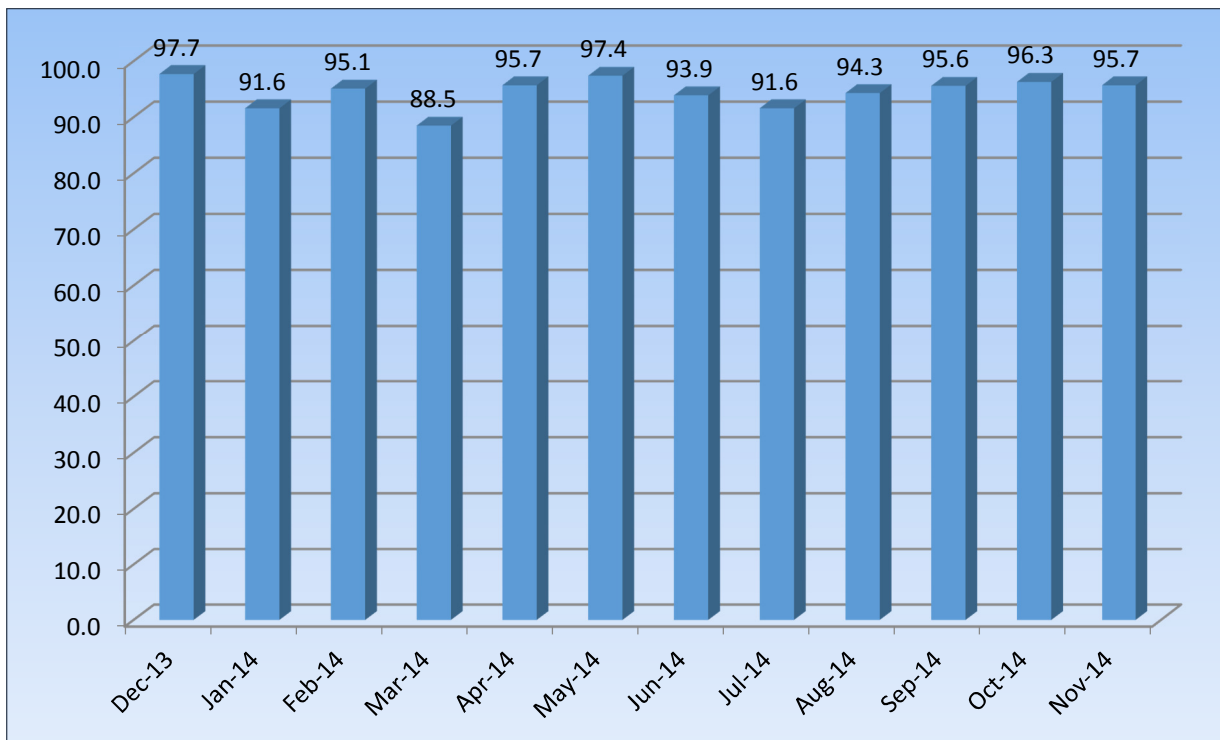


9.4 Icelandic Banks

- 9.4.1 The latest projected cash recovery from all 3 banks is £31.400m, of which £29.388m has been received, £1.674m is held in an Escrow account, and £0.338m is outstanding. These figures include a dividend of £0.104M received on 10th Dec 2014 from the Administrators of Kaupthing Singer & Friedlander.

November 2014 - Payment Performance

This is a measure of our timely payment of invoices – specifically, the percentage of invoices that were paid by the authority within 30 days of such invoices being received. The target is 90%. Some 400,000 invoices are paid annually. 95.7% were paid on time in November 2014.



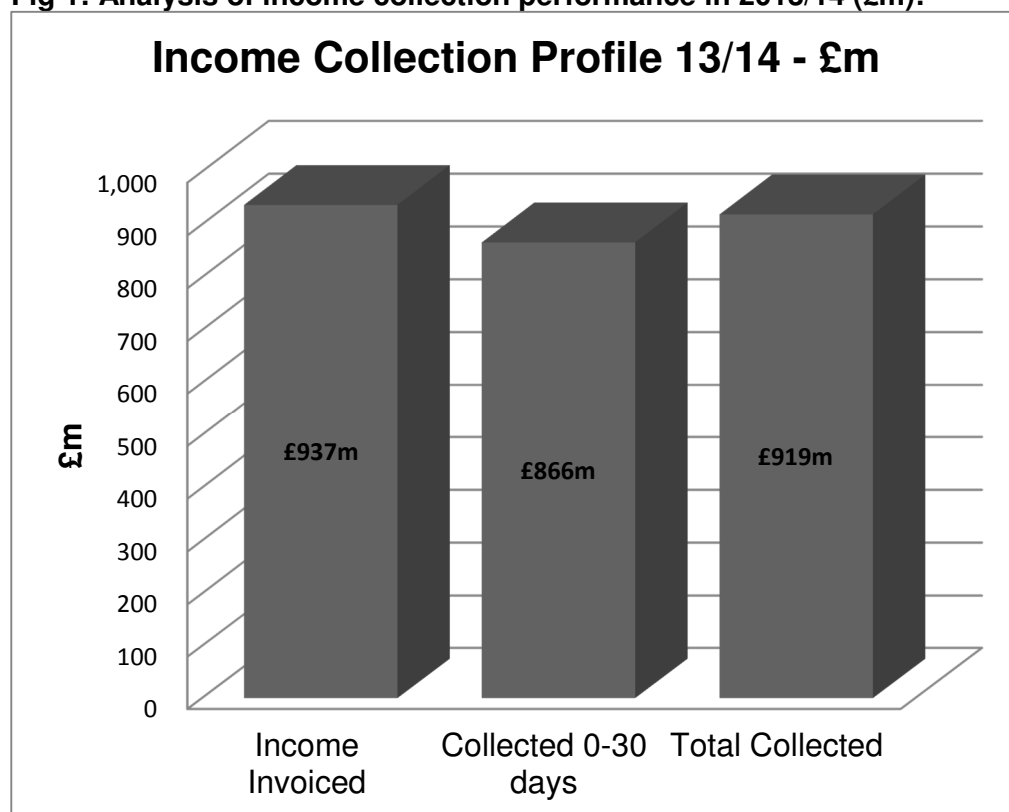
*The figures include an allowance for disputes/exclusions.

Analysis of Income Collection Performance and Outstanding Debt
30 November 2014

1 Collection Performance 2013/14

- 1.1 Each year the County Council raises over 120,000 invoices for statutory and non-statutory services. These invoices amount to in excess of £900m.
- 1.2 In 2013/14 92% of all invoiced income was collected within 30 days of issuing an invoice, and 98% was collected overall.

Fig 1: Analysis of income collection performance in 2013/14 (£m):



- 1.3 In the absence of payment debt recovery action begins at Day 31 in the income collection cycle. In 2013/14 98% of all invoiced income raised was collected within the financial year.

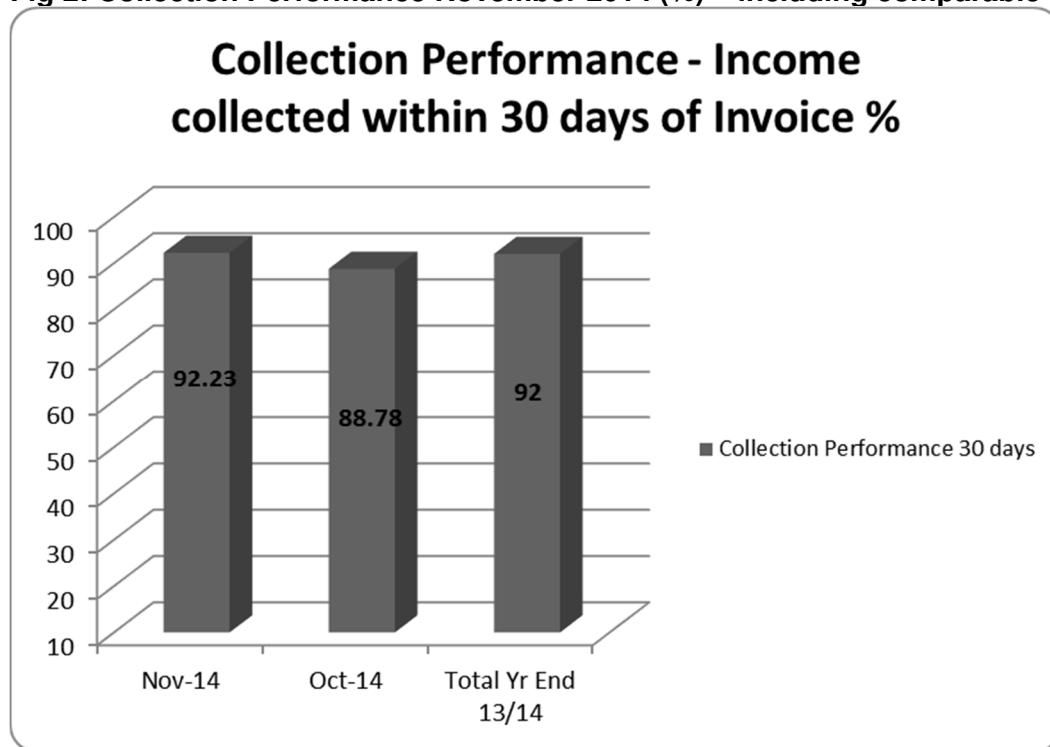
2 Collection Performance November 2014

2.1 Recipients of invoices have a number of ways to pay available to them to settle their invoices including:

- Direct Debit
- Standing order
- Bank Transfer
- Cash
- Cheque
- Credit/Debit Card (via the phone or online via the NCC website)

2.2 92.23% of invoiced income was collected within 30 days for the month of November 2014 (this is the percentage of income collected within 30 days for invoices raised in October 2014 – measured by value)

Fig 2: Collection Performance November 2014 (%) – including comparable data



2.3 Within the last 12 months we have successfully introduced the ability for customers to pay their invoices online via the Norfolk County Council website providing a 24-7 service. In early December we went live with the new 24-7 automated telephone line for payment of invoices.

3 Outstanding Debt

- 3.1 The value of outstanding debt is continuously monitored and recovery procedures are in place to ensure that action is taken to recover all money due to Norfolk County Council.

Fig 3a: Debt Profile (Total)

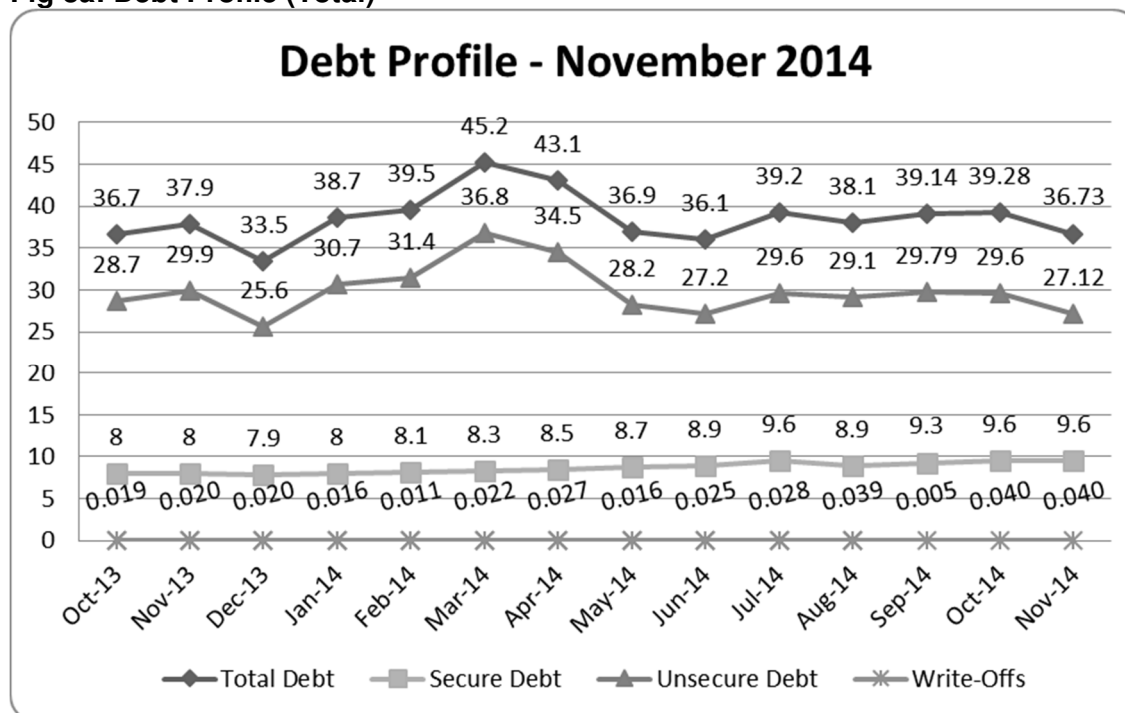
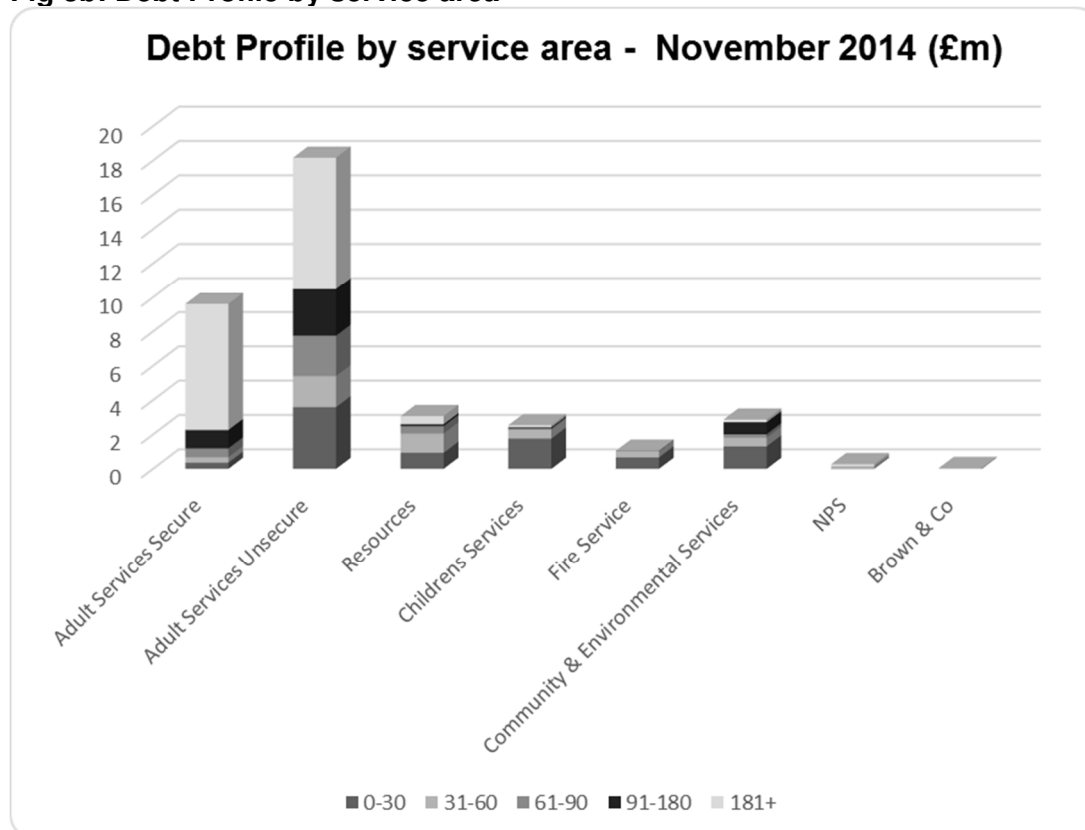


Fig 3b: Debt Profile by service area



Note: The NPS and Brown & Co columns refer to lettings income from sites they manage.

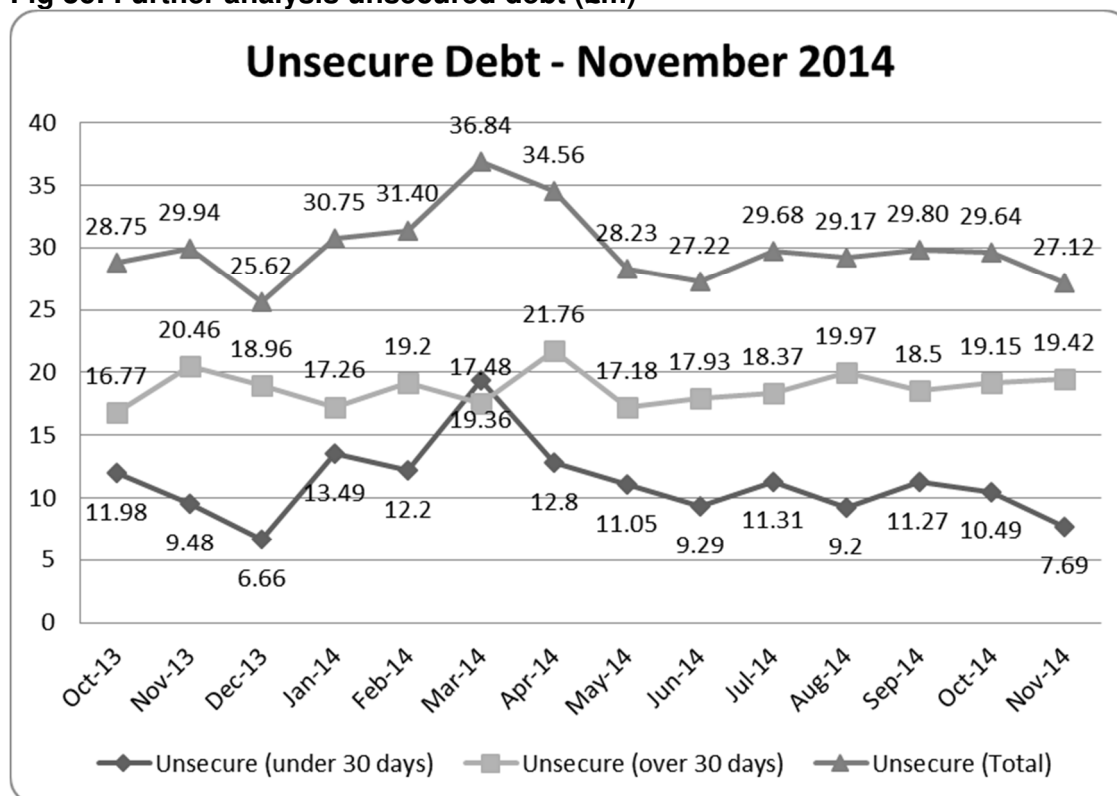
3.2 Secured Debt

3.2.1 Customers of Community Services have certain rights when it comes to paying for residential care. If they declare an interest in a property they can elect to defer payment (all or part) until the property is sold. If the client defers payment the debt is secured by a deferred payment agreement and it may be some time before the debt can be collected.

3.2.2 Secured debts amount to £9.61m at 30 November. Within this total £1.84m relates to estate finalisation where the client has died and the estate is in the hands of the executors.

3.3 Unsecured Debt

Fig 3c: Further analysis unsecured debt (£m)



The overall level of unsecure debt has reduced by £2.52m in this period.

Of the £27.12m total unsecure debt:

- £7.69m is debt under 30 days
- £1.32m is being paid off by regular instalments
- £0.38m has been referred to NP Law

There has been a slight increase of £0.25m unsecure debt over 30 days in this period.

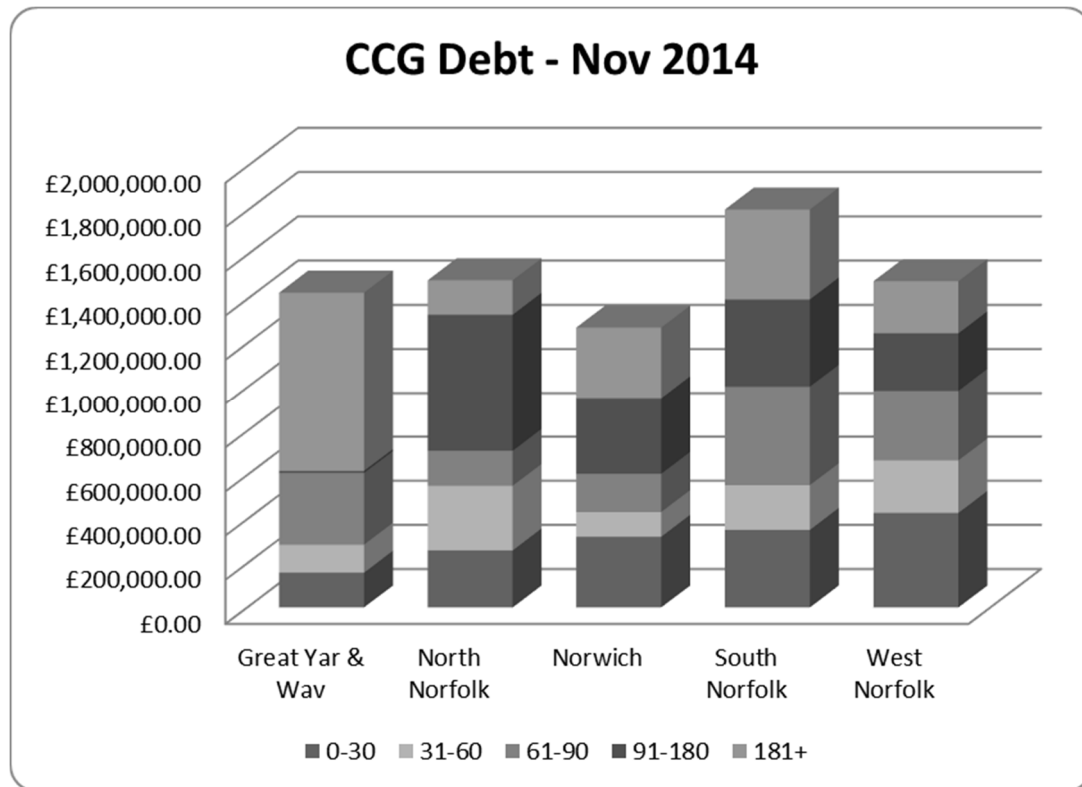
3.3.2 The largest area of unsecure debt relates to charges for social care. The overall level of unsecure debt for social care has reduced by £0.248m in this period.

Of the £18.16m unsecure social care debt:

- £3.59m is under 30 days old
- £7.471m is debt with the CCG's, the majority of which is for shared care, continuing care and free nursing care. £1.516m of this debt is aged 30 days or less, £1.928m is aged over 181 days.

The overall level of debt with the CCG's has reduced by £1.034m during this period, £0.996m of this was aged over 30 days.

Fig 3d: Current CCG debt (£m)



4 Debt written off

- 4.1 In accordance with Financial Regulation and Financial Procedures, the Policy & Resources Committee is required to approve the write-off of debts over £10,000. The Executive Director of Finance approves the write off of all debts up to £10,000.
- 4.2 Before writing off any debt all appropriate credit control procedures are followed. Where economically practical the County Council's legal position is protected by court proceedings being issued and judgment being entered. For a variety of reasons, such as being unable to locate the debtor, it is sometimes not appropriate to commence legal action
- 4.3 For the period 1 November to 30 November, 54 debts less than £10,000 were approved to be written off by the Executive Director of Finance. These debts totalled £42,326.60
- 4.4 For the period 1 April 2014 to 30 November, 596 debts less than £10,000 have been written off following approval from the Executive Director of Finance. These debts totalled £224,017.70. No debts over £10,000 have been written off.

5 Benchmarking

- 5.1 Norfolk County Council is a member of the Cipfa Debtors Benchmarking Club. The benchmarking is focused on local government and allows comparison of performance across authorities.
- 5.2 The results from the 2013-14 survey have recently been published and the results for Norfolk look favourable against the club average with regards to the percentage of debt raised that has been successfully collected within 90 days.

Measure - % debt raised cleared within 3 months	Norfolk	Average
Apr 13 – Jul 13	99%	92%
Sept 13 – Dec 13	97%	91%
Nov 13 – Feb 14	95%	92%

Purchase order performance – retrospective purchase orders

November 2014

Introduction

- 1.1 The Council uses an electronic purchasing system, linked to the primary accounting systems. Orders should be placed in advance of goods or services being received. The Council's objective, therefore, is that ultimately there should be no 'retrospective' purchase orders – orders raised after the invoice has been received
- 1.2 Despite the improvement since last year, there is still room for significantly reducing retrospective ordering. Therefore an internal target has been set such that the performance measures for each of the targets should be no more than 5% by April 2015.

Background

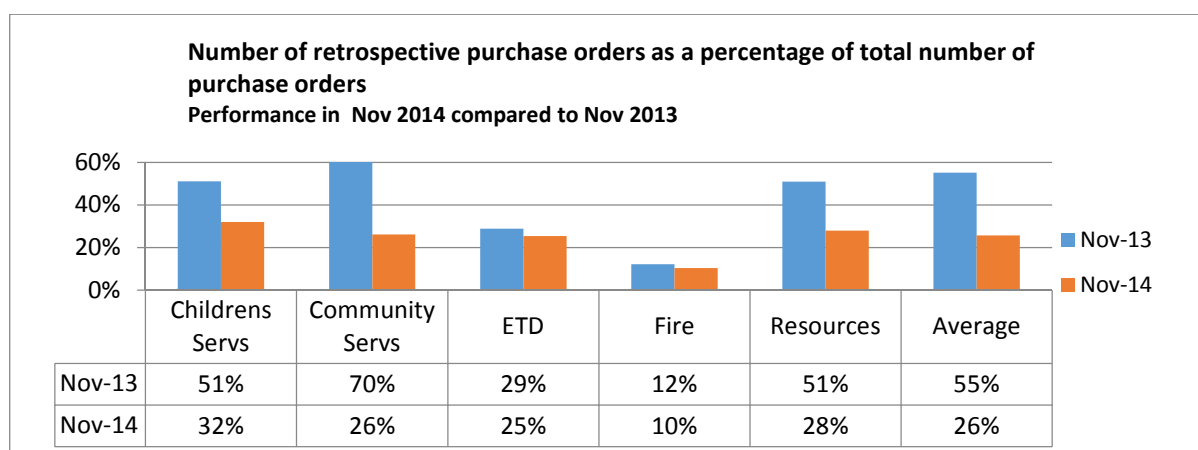
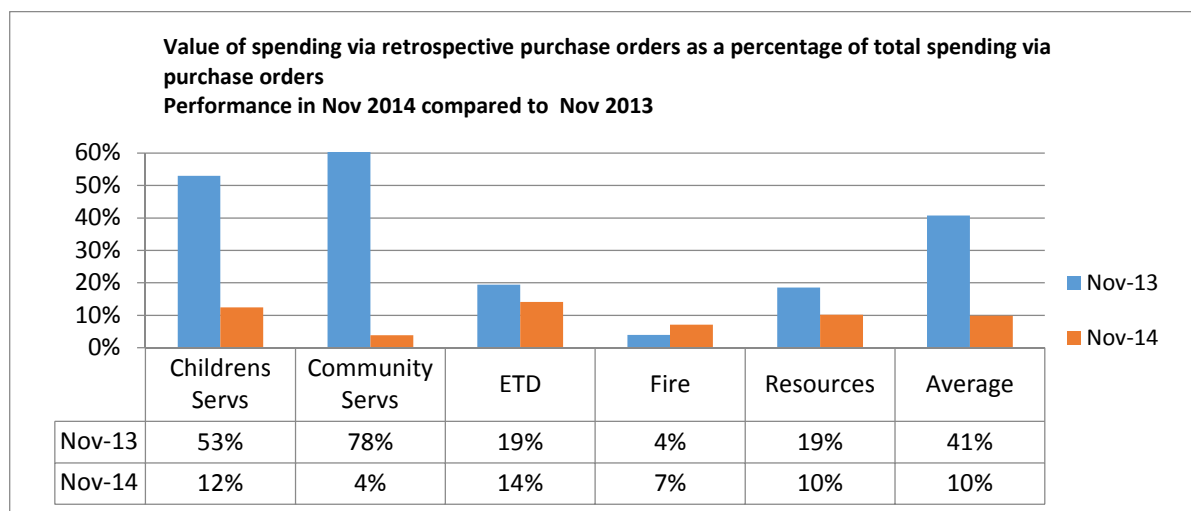
- 1.3 Whenever a commitment is made to purchase goods or services, a purchase order should always be raised in advance, for a number of reasons:
 - raising a purchase order creates a commitment against the relevant budget – this leads to more accurate forecasting;
 - sending a purchase order to the supplier ensures that the purchase is made against the Council's terms and conditions, which reduces legal risk;
 - the purchase order process enables the purchase to be approved (or rejected) before it is too late to influence it – this improves financial controls, and enables the number of suppliers to be reduced and better deals to be negotiated.
- 1.4 Performance against this objective is measured in two ways:
 - by value – the value of spending via retrospective orders as a percentage of total spending; and
 - by volume – the number of retrospective orders as a percentage of all orders.
- 1.5 The first of these measures focuses on the contribution to forecasting accuracy and to reducing legal risk; the second on administrative costs and supplier rationalisation.

Performance

- 1.6 As can be seen in the tables below, performance on both measures in 1.4 above has improved. Compared to the same month last year, average retrospective spending has reduced from 41% to 10% by value, whilst the proportion of orders which are retrospective has fallen from 55% to 26%.

Purchase order performance – retrospective purchase orders

The tables below reflect the progress made against the Council's objective to minimise and ultimately eradicate retrospective purchase orders: i.e. orders raised after the invoice has been received.



Risk Register - Norfolk County Council - Financial Implications		
Risk Register Name	Corporate Risk Register	High
Date updated	August 2014	Med
Next update due	December 2014	Low

Area	Ref	Risk Name	Financial Implications	Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner
Community Services Transformation	RM 140 79	Failure to meet the long term needs of older people	Long term risk to 2030 - funding considered as part of the on-going budget planning process. The current position is outlined in the September Adult Social Care Committee Finance Monitoring report.	5	5	25	2	4	8	31/03/2030	Amber	Harold Bodmer
Information Management	RM 139 68	Failure to follow data protection procedures	Potential financial exposure due to penalties, factored into appropriate budget planning. Public Liability insurance in place to mitigate exposure to civil litigation.	4	5	20	1	4	4	31/03/2015	Amber	Tom McCabe

Area	Ref	Risk Name	Financial Implications	Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner
Children's Services	RM 139 06	Looked After Children overspends	Funding set aside within ChS budget current position outlined in the September Children's Service Committee Integrated Performance and Finance Monitoring report.	4	4	16	2	4	8	30/06/2016	Amber	Sheila Lock
Children's Services	RM 141 48	Overreliance on interim capacity	Funding set aside within ChS budget current position outlined in the September Children's Service Committee Integrated Performance and Finance Monitoring report.	3	5	15	2	4	8	30/06/2015	Amber	Sheila Lock
Resources Corporate Programme Office	RM 141 46	Failure to effectively manage County Hall refurbishment and maintenance.	Funding set aside and monitored as part of the overall budget process.	3	5	15	1	5	5	31/03/2016	Green	Peter Timmins
Environment Transport and Development	RM 141 72	Residual Waste Treatment Contract termination process.	Contingency fund in place.	3	5	15	1	5	5	01/09/2014	Amber	Tom McCabe
Environment Transport and Development	RM 141 83	Loss of internet connection and the ability to communicate with Cloud provided services.	No specified financial implications identified at this time.	3	4	12	2	4	8	01/03/2015	New	Tom McCabe
Environment Transport and Development	RM 020 1	Failure to implement Norwich Northern Distributor Route (NDR)	Funding secured.	3	4	12	2	4	8	01/11/2017	Amber	Tom McCabe

Area	Ref	Risk Name	Financial Implications	Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner
Community Services Transformation	RM 020 7	Failure to meet the needs of older people	Potential shortfall taken from reserves. The current position is outlined in the September Adult Social Care Committee Finance Monitoring report.	3	4	12	2	4	8	31/03/ 2015	Amber	Harold Bodmer
Corporate	RM 020 0	Capacity for change - Insufficient capacity for business transformation	Low potential financial exposure - contingencies factored into appropriate budget planning.	3	4	12	2	4	8	31/03/ 2017	Amber	Anne Gibson
HR Shared Services	RM 139 18	Staffing - The speed and severity of change in work activities.	Low potential financial exposure - contingencies factored into appropriate budget planning.	3	4	12	2	4	8	31/03/ 2017	Green	Audrey Sharp
HR Shared Services	RM 140 97	Shortage of personnel for a variety of reasons e.g.. illness, industrial action, inclement weather etc., including loss of key senior personnel	Low potential financial exposure - contingencies factored into appropriate budget planning.	3	4	12	3	2	6	30/09/ 2014	Amber	Audrey Sharp
ICT Shared Services	RM 141 00	Loss of key ICT systems	Low potential financial exposure - contingencies factored into appropriate budget planning.	3	4	12	2	3	6	31/03/ 2015	Amber	Tom McCabe
Children's Services	RM 141 47	Failure to improve at the required pace.	Funding set aside within ChS budget current position outlined in the September Children's Service Committee Integrated Performance and Finance Monitoring report.	2	5	10	1	4	4	31/01/ 2016	Green	Sheila Lock

Area	Ref	Risk Name	Financial Implications	Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner
Environment Transport and Development	RM 141 73	Failure to establish a waste management strategy and associated policies	No specified financial implications identified at this time.	2	5	10	1	5	5	01/01/ 2015	Green	Tom McCabe
Environment Transport and Development	RM 140 98	Incident at key NCC premises or adjacent causing loss of access or service disruption	Property (incl business interruption) insurance in place to mitigate potential financial exposure.	3	3	9	3	2	6	30/09/ 2014	Amber	Tom McCabe
Finance	RM 141 69	Failure to deliver planned revenue budget savings in 2014/15	Funding set aside and monitored as part of the overall budget monitoring and reporting process.	3	3	9	2	3	6	31/03/ 2015	Green	Peter Timmins
Resources Procurement	RM 140 80	Failure of tender process	Any financial contingency planning must be considered on a case by case basis and accounted for in appropriate budget planning.	2	4	8	1	4	4	30/06/ 2015	Green	Peter Timmins
Environment Transport and Development	RM 141 84	Successful cyber attack.	No specified financial implications identified at this time.	2	4	8	1	4	4	01/03/ 2016	New	Tom McCabe
Resources Procurement	RM 141 56	Liability for legal challenge to procurements conducted by ESPO	Low potential financial exposure.	2	3	6	2	3	6	27/02/ 2015	Green	Peter Timmins
Corporate	RM 141 55	Embedding the committee system	No specified financial implications.	1	4	4	1	4	4	31/12/ 2014	Green	Debbie Bartlett

**Society of County Treasurers -
Reserves as a proportion of net budget 2013-14 - 36 authorities**

Data published October 2014 based on balances as at 31 March 2014

Table A14: Norfolk County Council 29th out of 36 Authorities

Ranked by unallocated reserve and then, non-ringfenced	Revenue Support Grant, Retained Business Rates and Council Tax	Non-Ringfenced Reserves (Earmarked and Unallocated)	Unallocated Reserves	Total Reserves
	£000	%	%	%
Buckinghamshire	335,603	50%	14%	64%
East Riding of Yorkshire	255,765	52%	10%	62%
Derbyshire	492,565	49%	9%	58%
North Yorkshire	373,879	42%	14%	56%
Cornwall	473,367	41%	11%	52%
Hampshire	751,878	47%	4%	51%
West Sussex	522,568	45%	3%	48%
Northumberland	289,779	33%	10%	43%
East Sussex	377,882	39%	2%	41%
Suffolk	484,224	32%	7%	39%
Nottinghamshire	512,933	32%	6%	38%
Oxfordshire	390,192	32%	6%	38%
Isle of Wight	135,448	31%	7%	38%
Cheshire West and Chester	260,132	29%	8%	37%
Worcestershire	334,221	32%	4%	36%
Lincolnshire	468,954	32%	3%	35%
Somerset	332,153	25%	10%	35%
Leicestershire	356,029	31%	3%	34%
Warwickshire	350,547	29%	5%	34%
Gloucestershire	388,541	28%	5%	33%
Bedford	137,346	27%	6%	33%
Cumbria	378,610	27%	4%	31%
Central Bedfordshire	207,504	21%	7%	28%
Surrey	746,737	24%	3%	27%
Shropshire	235,442	21%	6%	27%
Herefordshire	147,734	19%	6%	25%
Cheshire East	267,269	17%	7%	24%
Kent	921,522	21%	3%	24%
Norfolk	639,162	20%	3%	23%
Devon	520,056	18%	3%	21%
Cambridgeshire	370,592	12%	6%	18%
Northamptonshire	421,004	14%	3%	17%
Dorset	272,816	10%	7%	17%
Hertfordshire	732,966	12%	3%	15%
Staffordshire	489,420	12%	3%	15%
Wiltshire	343,020	11%	3%	14%
Total	14,717,860	28%	5%	33%

Policy and Resources Committee

Item No 7

Report title:	2014-15 Capital Finance Monitoring Report Month 8
Date of meeting:	26 January 2015
Responsible Chief Officer:	Executive Director of Finance (Interim)
Strategic impact <p>This report provides a monthly update on the progress towards the achievement of the capital programme set by the Council in February 2014.</p> <p>The primary purpose of this report is:</p> <ul style="list-style-type: none">• to keep members informed of the progress of capital projects, and• to give members confidence that capital expenditure is within approved funding available• to respond to committee requests for further information and• to demonstrate progress in generating capital receipts. <p>Capital Finance Monitoring reports are produced at the end of each month, and reported to the nearest subsequent Policy and Resources Committee.</p>	

Executive summary

Capital Programme

On 17 February 2014, the County Council agreed a 2014-15 capital programme of £202.462m with further future years' funding of £188.676m. Following the agreement of that programme, there have been further adjustments resulting in the programme's revised position reported at Month 7. This report summarises further revisions to the programme resulting in a revised programme of £187.783m, a reduction of £4.486m.

Capital Receipts

There have been further changes to the disposal schedule set out in the Month 7 monitoring report increasing the forecast capital receipts from property disposals for 2014-15 by £0.618m. This report sets out the primary changes on the disposal schedule and the proposed impact on the capital receipts reserve, including a revised figure of £8.841m of capital receipts now forecast to be used to reduce borrowing incurred through financing the 2014-15 capital programme.

Capital Expenditure

The report summarises the capital expenditure which has taken place in the year to date. There has been significant visible progress on major projects such as the County Hall refurbishment, and the Postwick Hub, and improved procedures are being put in place to monitor the stages of project development through "gateways" (annex chart 3). There has also been progress at the new Kings Lynn fire station and on the Children's Services capital programme with the completion of projects at Lingwood, Eaton and Easton, expanding and improving the accommodation offered.

Recommendations:

Members are recommended to:

- **note the revised expenditure and funding of the 2014-17 capital programme and the changes which have occurred following the position reported elsewhere on this agenda, as set out in Section 1 of Annex A**
- **note the progress towards the achievement of the 2014-15 programme, as set out in Section 2 of Annex A**
- **note the proposed changes to the disposals schedule and the impact on the capital receipts reserve, summarised in Section 4 of Annex A and further detailed in Appendix 5**
- **note the impact of using borrowing to finance the programme on future revenue budgets, as identified in Appendix 2.**

1. Introduction

- 1.1 This report sets out the revised 2014-17 capital programme incorporating changes following the position reported elsewhere on this agenda.

2. Evidence

- 2.1 The Council set an initial 2014-15 capital programme of £202.462m in January 2014, which was subsequently revised to £209.337m to account for reprofiling and other adjustments as reported elsewhere on this agenda.
- 2.2 There has been further reprofiling and adjustments of -£4.486m in the period following the presentation of the last report, as set out in the attached report. This has resulted in a revised position of £187.783m.

3. Financial Implications

- 3.1 The revised position of the 2014-15 capital programme is £187.783m.
- 3.2 This is to be funded by £37.625m of unsupported borrowing; £10.741m of capital receipts; £5.282m of revenue & reserve funding; and £134.135m of grants and contributions.
- 3.3 The impact of the additional borrowing on future revenue budgets as a result of interest and setting aside amounts for the repayment of the borrowing is £3.248m, as set out in Appendix 2.

4. Issues, risks and innovation

- 4.1 Risks associated with the capital programme, in terms of prioritising funding, and the timing and control of spend, are being addressed through links with Asset Management Plans and the on-going development of the Property Client function. The format and content of the capital monitoring reports is being developed and will increasingly highlight activity and risks associated with the capital programme.

- 4.2 The revised approach to capital programme planning increases the focus on deliverability, and comparing projects on a council-wide basis in order to ensure optimal use of resources.
- 4.3 Officers have considered all the implications which members should be aware of. Apart from those listed in the report and summarised above, there are no other implications to take into account.

5. Background

- 5.1 Having set a capital budget at the start of the financial year, the Council needs to ensure its delivery within allocated and available resources which in turn underpins the financial stability of the Council. Consequently there is a requirement to regularly monitor progress so that corrective action can be taken when required.
- 5.2 Further details are given in the annex to this report.

Officer Contact

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

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Norfolk County Council

Annex A: 2014-15 Capital Finance Monitoring Report Month 8

Report by the Executive Director of Finance (Interim)

Introduction

This report gives details of:

- Changes to the capital programme during November 2014
- future capital programmes
- forecast and actual income from property sales
- how the programme is funded and
- other key information relating to capital expenditure.

Context

The capital programme for 2014-17 was agreed by County Council on 17 February 2014. This programme, which complements the Council's Asset Management Plan, consists of schemes improving and augmenting the Council's existing assets, including the provision of extra school places, maintenance and development of the County's highways network and improvement of the Council's office accommodation.

The progress on the capital programme and the associated sources of funding is monitored on a monthly basis throughout the year and reported regularly to Members.

Revised Capital Programme

The revised opening position of £237.935m for the 2014-15 capital programme was reported to Policy and Resources committee on 14 July 2014. This report identifies further refinements to that opening capital programme as plans are developed for the delivery of the constituent projects. Major changes during November include reprofiling of expenditure on the Havenbridge House project, further reprofiling of Children's Services and Adult Social Care schemes, and the revision to NDR funding to use £2.5m of reserve funding to reduce the reliance on borrowing in 2014-15.

Progress on Capital Projects

The progress on the capital programme at the end of November is broadly in line with expectations based on previous patterns of reprofiling. Further reprofiling is expected to occur in the coming months as there is further exploration of the barriers to progress on some major schemes, such as issues with planning consent. The Council has made progress on a number of major schemes during the first half of 2014-15, including:

- the delivery of the first two floors of County Hall, Lingwood Primary School, improvement and expansion of Eaton Primary School and Easton VC Primary School, and two major museums projects
- significant further progress on Postwick Hub, Better Broadband and the development of dementia care facilities in Bowthorpe with NorseCare. Progress on Better Broadband has recently been reported to the 18 November EDT committee in a paper entitled "Better Broadband for Norfolk – 6 Monthly Update".

Capital Receipts

There have been further changes to the projected property capital receipts for 2014-15 as reported in section 4, with the projection for overall receipts now being £10.659m. Furthermore, there has been an addition in respect of repayments of loans made by the Council, which will be refined in the coming months. These changes to the disposal schedule have resulted in an increased figure of £8.841m of general capital receipts now forecast to be used to reduce borrowing incurred through financing the 2014-15 capital programme.

1 Capital Programme 2014-15 Period 8 Position

- 1.1 The 2014-15 Capital Programme was approved by the County Council on 17 February 2014 and is published in the Council's 2014-15 Financial Strategy and Medium Term Financial Strategy.
- 1.2 Subsequent to the agreement of the 2014-15 Capital Programme, there has been further reprofiling and other changes reported to Cabinet in 2013-14, slippage, and adjustments to funding which were not anticipated at the time of the Capital Programme's publication. These changes have now been incorporated into the below reported opening position of the 2014-15 programme.
- 1.3 Subsequent to the Period 7 monitoring report on 1 December 2014, the capital programme has undergone further revisions as summarised in Table 2.
- 1.4 The latest revised programme totals £451.452m, made up of:

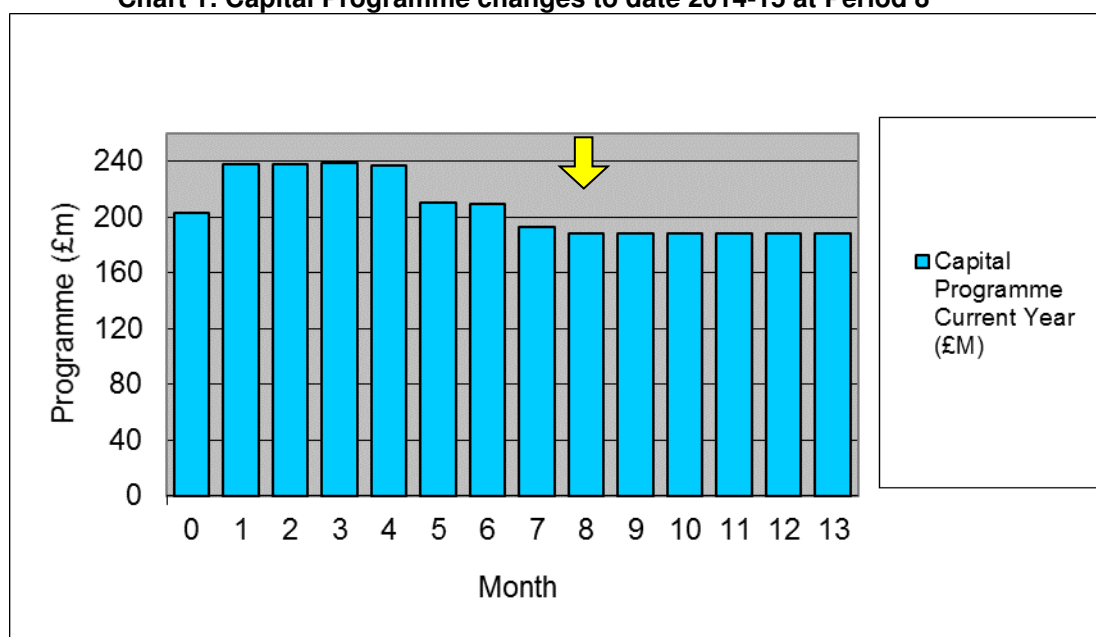
Table 1: Revised Capital Programme

	2014-15	2015-17
	£m	£m
New schemes approved January 2014-15	24.446	142.188
Previously approved schemes	178.016	46.488
Totals in Medium Term Financial Strategy	202.462	188.676
Re-profiling and other adjustments at financial year end	17.878	7.958
Slippage	2.359	0.000
Other Adjustments (Primarily additional funding announcements for Children's Services and Highways)	15.236	0.000
Capital Programme Opening Position	237.935	196.634
Previously approved reprofiling	-61.194	61.194
Other movements previously approved	15.528	0.081
Totals previous period	192.269	257.909
Re-profiling this period	-5.395	5.395
Other movements to be approved	0.909	0.365
Revised capital programme outturn	187.783	263.669
Total		451.452

- 1.5 This table highlights a reduction of £5.395m in the 2014-15 capital programme due to reprofiling schemes to later years, as identified in Appendix 1.
- 1.6 The revised 2015-17 programme of £263.670m (including a rounding adjustment of £0.001m) has been carried forward to the 2015-18 proposed capital programme covered elsewhere on this agenda.

- 1.7 The following chart identifies the cumulative effect of the changes to date on the capital programme.

Chart 1: Capital Programme changes to date 2014-15 at Period 8



- 1.8 The arrow at Month 8 shows the latest position.
- 1.9 The table below provides a high level view of how the revised 2014-15 programme is made up for each service:

Table 2: Revised capital programme 2014-15

Service	Opening Capital Programme 2014-15	Cumulative Changes To Date	Reprofiling To Be Approved	Other Changes To Be Approved	2014-15 Capital Programme	Forecast Outturn	Over / (Under)spend
	£m	£m	£m	£m	£m	£m	£m
Children's Services	91.160	-46.586	-2.426	0.609	42.757	42.757	0.000
Adult Social Care	10.552	-4.907	-0.785	0.000	4.860	4.860	0.000
Community & Environmental Services	102.179	2.775	-0.985	0.396	104.365	102.797	-1.568
Resources	13.589	1.335	-0.155	0.000	14.769	14.769	0.000
Finance	20.455	1.716	-1.044	-0.095	21.032	21.032	0.000
Total	237.935	-45.666	-5.395	0.909	187.783	186.215	-1.568
		192.269		-4.486			

- 1.10 Reprofiling and other changes to schemes are identified in further detail in Appendix 1.
- 1.11 The underspend on Community & Environmental Services is due to the reduced costs of providing drainage improvements as set out in paragraphs 2.7 and 3.4. Of the £1.568m underspend, £1.539m was to be funded from unsupported borrowing. The costs of that borrowing has been factored into revenue budgets, and any redirection of this funding will be subject to the corporate capital prioritisation criteria.

1.12 The revised programme for 2015-17 is as follows:

Table 3: Opening capital programme 2015-17

Service	Revised Position at end of October 2014 £m	Reprofiling in November £m	Other Movements in November £m	Revised Position at end of November 2014 £m
Children's Services	94.947	2.426	1.215	98.588
Adult Social Care	5.151	0.785	0.000	5.936
Community & Environmental Services Cultural Services	132.841	0.985	-0.850	132.976
Resources	14.862	0.155	0.000	15.017
Finance	10.108	1.044	0.000	11.152
TOTAL	257.909	5.395	0.365	263.669

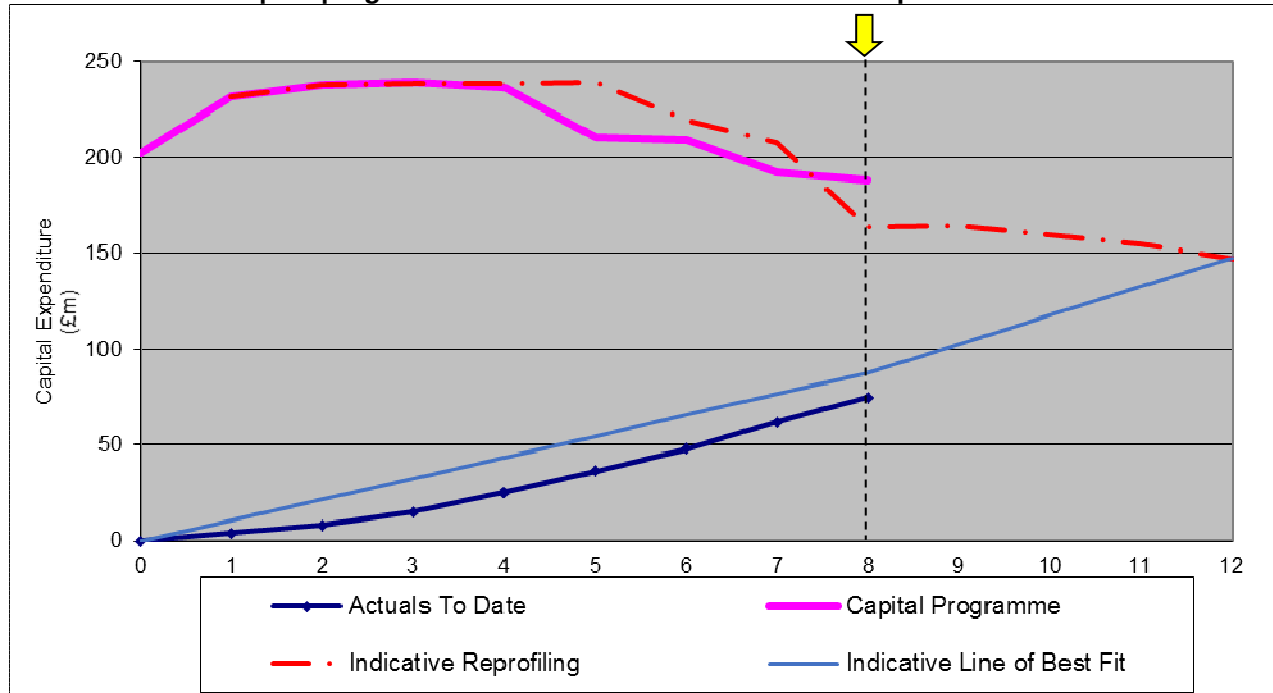
1.13 The revised position of the future years programme at the end of October was reported to committee on 1 December 2014.

1.14 Reprofiling into future years and other movements are as reported in Appendix 1. The revised 2015-17 programme of £263.670m (including a rounding adjustment of £0.001m) has been carried forward to the 2015-18 proposed capital programme covered elsewhere on this agenda.

2 Actual Spend and Progress on Capital Programme

2.1 Progress on the overall capital programme is as follows:

Chart 2: Capital programme 2014-15 and cumulative actual expenditure



2.2 Total expenditure on the 2014-15 capital programme to the end of November was £75.012m. By comparison, the Council had spent £69.816m by the end of November 2013.

2.3 Capital projects by their nature do not lend themselves to evenly profiled expenditure, which would suggest a target spend percentage of 66.6%. A number of reasons may result in higher expenditure during certain parts of the year. In particular, major construction and infrastructure projects would expect to incur greater expenditure during the summer and autumn. There may be other reasons for delays in projects such as difficulties in obtaining planning permission.

2.4 The graph above suggests that there may still be a significant amount of re-profiling of expenditure into future year's programmes, in line with historical trends. The difference between the current profile and actual at Month 8 is 26.9%.

2.5 The dotted line on Chart 2 present an indicative pattern of reprofiling based on last year's capital programme. If there is similar reprofiling in this year then the outturn capital programme would be £147.3m and expenditure to date would represent 50.9% of the outturn, 15.7% below expected progress if expenditure is incurred on a "straight line basis". The "line of best fit" above has been adjusted for major projects not yet in construction/delivery (as shown in Chart 3). This shows that actual expenditure is closer to an expected profile, but is still below expected progress.

- 2.6 Progress towards the completion of the current capital programme by each service is as follows:

Table 4: Comparison of capital programme, by service, and expenditure to date

Service	Capital Programme	Expenditure To Date	% Capital Expenditure Incurred	RAG
	£m	£m		
Children's Services	42.757	17.781	41.6%	A
Adult Social Care	4.860	3.462	71.2%	G
Community & Environmental Services	104.956	40.788	38.9%	A
Resources	14.769	2.873	19.5%	R
Finance	21.032	10.110	48.1%	G
Total	188.374	75.012	39.8%	A

- 2.7 A red “RAG” rating has been assigned to services where the expenditure to date is less than third of expenditure based on a “straight line” profile (amber between a third and a half or below two thirds for materially significant programmes). Reasons for expenditure being below an evenly distributed budget profile are as follows:

Children's Services (Month 8 gap: £10.724m) - “Amber”

The gap between expected and current expenditure has decreased in the last month from £11.001m to £10.724m as a result of further re-profiling in the month. However, the size of the gap suggests that further significant re-profiling will be required prior to the end of the financial year.

Historically there has been further reprofiling of schools schemes later in the financial year as it becomes clearer where issues with obtaining planning permission will impact the delivery of projects. This is the main factor influencing the indicative reprofiling in Chart 2 and, as can be seen, there has been a positive drive this year to identify those issues at an earlier point although further review is required.

A re-profiling of the Havenbridge House refurbishment project, due to be used by Children's Services staff in 2015-16, is covered under “Resources” below.

Community & Environmental Services (Month 8 gap: £29.183m) – “Amber”

Community & Environmental Services combines the previously reported figures for Highways, ETD Other, Cultural Services and Norfolk Fire & Rescue Services.

The scale of the Highways capital programme means that Community & Environmental Services is materially significant to the overall capital programme and is therefore assigned an amber rating under the RAG rating system above.

As previously reported, the actual expenditure incurred by Highways does not reflect the amount of work which has been undertaken by the authority as there is a technical issue with contractor billing. This should be resolved later this financial year at which point we can expect the payments to better align themselves to the work completed.

The difference also reflects the underspend on drainage schemes in Waste Management previously reported under ETD Other.

Resources (Month 8 gap: £6.973m) – “Red”

The expenditure and budget for County Hall is now reported under Finance which receives a green rating above. In addition a significant proportion of the Havenbridge House refurbishment project spend has been re-profiled into 2015-16 due to delays in the commencement of the fit-out which is now due to start in February 2015. Therefore the majority of the Resources 2014-15 capital programme now comprises two major schemes:

- Better Broadband - £9.725m
- DNA - £5.000m

Better Broadband payments are paid quarterly and based on milestone reports received from BT. The progress on the scheme has been reviewed and expenditure forecasts reprofiled last period. The expenditure on the programme is not consistent with a straight line profile due to the timing of invoice payments which are subject to the milestone reports mentioned above. This delay in payment is resolved at the outturn of the financial year when accruals are processed for uninvoiced payments.

Much of the DNA delivery is in place, and it is expected that the full rollout of new ICT equipment will be completed in this financial year. Expenditure on DNA is not currently included in the capital programme, due to earlier intentions to lease the equipment. However, recent financial models have indicated that prudential borrowing, supported by on-going departmental ICT recharges, may be a more cost effective option. As a result, expenditure on capital elements of the DNA project previously charged to leasing will be added to this expenditure analysis in period 9.

2.8 An important indicator of progress on the capital programme as a whole is the stage, or gateway, of the constituent projects. The certainty of a project being delivered on time and within budget increases as it moves through the gateways from feasibility to completion.

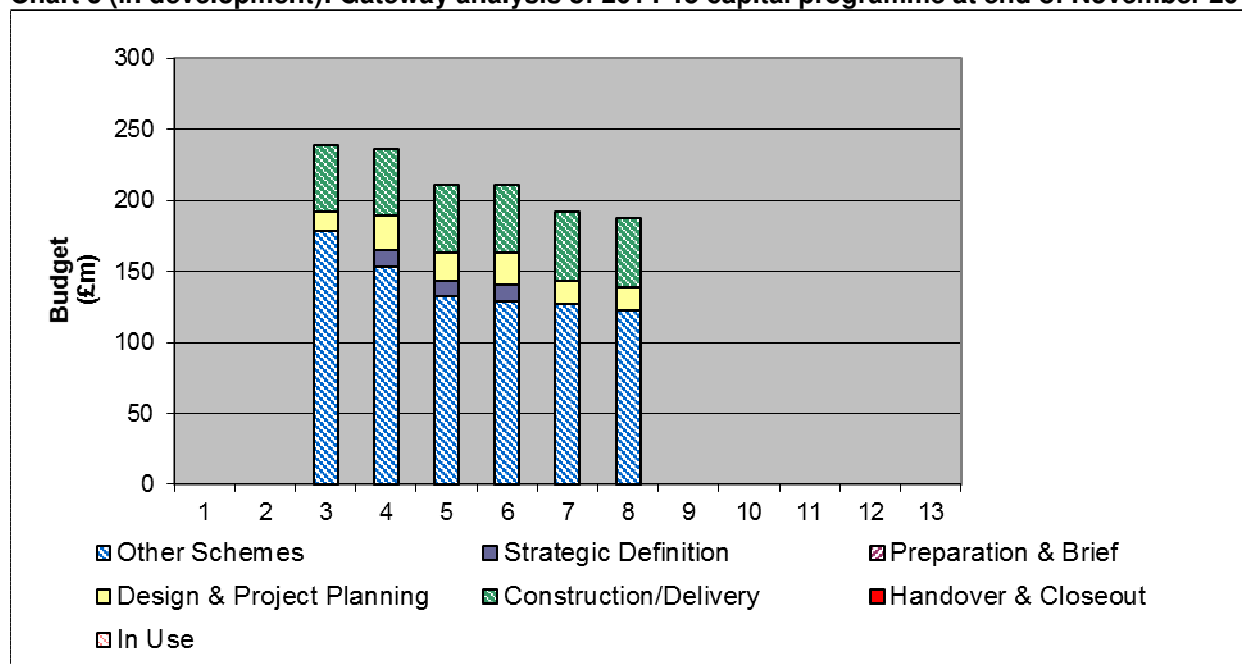
2.9 The following gateways will be applied to determine the progress of the schemes within the programme:

Project stage / Gateway	Description
Strategic Definition	Unallocated funding for which initial business cases and strategic briefs are still being developed
Preparation and Brief	Projects which have been identified and are undergoing options analysis and feasibility to identify the best route for delivery
Design and Project Planning	Projects where initial plans are being developed into a comprehensive project plan and design, through from the initial concept design to the technical design
Construction/Delivery	Construction, delivery & installation of the assets is underway

Handover & Closeout	Works on the assets are substantially complete and they have been handed over but are still undergoing a defects maintenance period prior to completion
In Use	Project is signed off, complete and in use
Other Schemes	Schemes below the de minimis for gatewaying (currently £5m)

- 2.10 The gateways identified above are based on the progress measurements used by the Council's property consultants, NPS, and are consistent with the Royal Institute of British Architects (RIBA) industry standards for project management.
- 2.11 The table below is being developed to identify the current gateways of projects over £5m within the capital programme at the end of November 2014-15:

Chart 3 (in development): Gateway analysis of 2014-15 capital programme at end of November 2014



- 2.12 Progress on delivery of schemes at the beginning of 2014-15 has been good. Highlights in 2014-15 were reported in the Month 5 Capital Programme Monitoring report presented to the committee on 27 October 2014. Further progress on schemes will be reported to future committees.

3 Financing The Programme

- 3.1 The Council uses a number of sources of funding to support its capital programme.
- 3.2 Funding comes primarily from grants and contributions provided by central government. These are augmented by capital receipts, developer contributions, prudential borrowing, and contributions from revenue budgets and reserves.
- 3.3 The table below identifies the planned funding of the revised capital programme:

Table 5: Financing of the capital programme

Funding Stream	Approved Capital Programme	Previously Approved Changes	Changes To Be Approved	2014-15 Programme	2014-15 Forecast Outturn	2014-15 Over / (Under) Spend	Future Years Forecast
	£m	£m	£m	£m	£m	£m	£m
Prudential Borrowing	44.884	0.642	-7.739	37.787	36.247	-1.539	49.348
Capital Receipts	2.258	5.309	3.012	10.579	10.579	0.000	17.324
Revenue & Reserves	3.567	-1.097	2.813	5.283	5.283	0.000	0.394
Grants and Contributions		0.000					196.603
DfE	58.463	-26.223	-1.049	31.191	31.191	0.000	
DfT	48.760	14.517	0.001	63.278	63.248	-0.030	
DoH	7.482	-3.642	-0.648	3.192	3.192	0.000	
DCLG	0.406	0.496	-0.270	0.632	0.632	0.000	
DCMS	10.378	-0.653	0.000	9.725	9.725	0.000	
GNDP/CIF	0.000	2.673	-0.022	2.651	2.651	0.000	
Developer Contributions	0.000	11.659	0.321	11.980	11.980	0.000	
Other	26.264	-13.874	-0.905	11.485	11.485	0.000	
TOTAL	202.462	-10.193	-4.486	187.783	186.215	-1.568	263.669

- 3.4 The table above shows a forecast prudential borrowing requirement for the Council to support the 2014-15 programme of £36.087m. The underspend of £1.568m from borrowing is primarily related to the lower than expected cost of providing drainage improvements at the County's landfill and Household Waste Recycling Centres.
- 3.5 The reduction in the forecast borrowing requirement is due to the forecasting of higher general capital receipts for 2014-15 as detailed in Section 4 and the use of £2.5m of reserve funding to reduce the amount of borrowing required to support the costs of the NDR in 2014-15.
- 3.6 The Council has been successful in an application for a £0.410m interest-free loan from Salix to finance the borrowing of some CERF projects associated with the development of County Hall.
- 3.7 The revenue consequences of borrowing are shown in Appendix 2. The key issues continue to be:
- To evidence that spend-to-save schemes generate savings to fund their costs; and

- That unsupported borrowing schemes are reviewed to identify alternative revenue funding.

Further details of spend-to-save schemes and other schemes largely funded through borrowing are shown in Appendices 2 and 3.

4 Capital Receipts

4.1 The Council's Asset Management Plan, as approved on 14 April 2014, details the short and medium term plan for the management of the Council's assets and how this supports the delivery of the Capital Programme.

4.2 Key themes of the asset management plan relating to the capital programme were:

- Using our property portfolio more efficiently and rationalising the office space used by the Council;
- Reducing the number of surplus properties;
- Generating capital receipts in line with the requirements of the agreed capital programme; and
- Developing an investment strategy and policy.

4.3 The capital programme, approved in February, further detailed how asset management would support capital expenditure through generating £10.163m of capital receipts through property disposals.

4.4 Since then, there have been a significant number of changes to the draft disposal schedule as a result of identifying further general disposals to reduce borrowing across the capital programme. The current revised schedule for disposals is:

Table 6: Revised disposal schedule £m

	2014-15 Approved	2014-15 End of October	2014-15 End of November	Changes since the end of October
General Capital Receipts Available	2.258	5.076	6.384	1.308
Financial Packages	1.485	2.577	2.577	0.000
County Farms Capital Receipts	6.420	2.388	1.536	-0.852
Estimated Total Capital Receipts	10.163	10.041	10.497	0.456

4.5 Changes on expected capital receipts following the last report are as follows:

4.5.1 General Capital Receipts

Movements on general capital receipts are as follows:

- Claydon High School, previously forecast as a £1.800m receipt, completed in November at a price of £2.55m – an increase of £0.755m over previous forecasts.
- Sale of Lingwood First School Orchard site, valued at £0.730m, has been brought forward from future years. Planning has now been granted and completion is expected by March 2015.
- Delay of sale of Lingwood Junior (Pond Site) to 2015-16, reducing expected receipts by £0.160m

- Other changes reducing expected receipts in 2014-15 by £0.017m

4.5.2 Financial Packages Receipts

There have been no significant changes to forecast Financial Packages receipts.

4.5.3 County Farms Receipts

- Delay of two sites, land adjacent to Blofield doctors surgery and a smaller site in Salthouse, with a total estimated receipt of £0.540m to future years.
- The price achieved for Hall Farm in Thorpe Market was £0.618m, which was £0.282m less than the guide price of £0.900m.
- Other small differences of £0.030m.

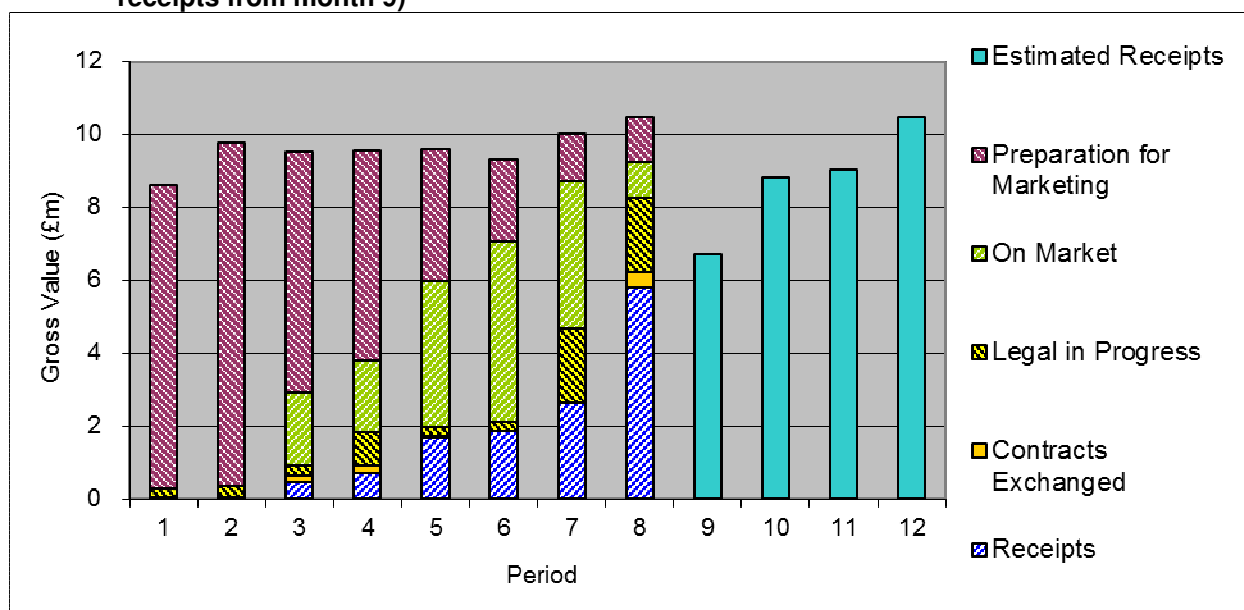
4.6 The following table classifies the movements on forecast receipts following the previous forecast.

Table 6a: Reconciliation of Disposal Schedule Estimates

	£m
Capital receipts estimate at end of previous period	10.041
Additions	0.018
Upward revaluations of estimates	0.762
Brought forward from future years	0.730
Removals	0.000
Downwards revaluations of estimates	-0.312
Delayed until future years	-0.742
Revised Estimate 2014-15	10.497

4.7 The chart below shows the progress on realisation of the forecast capital receipts for 2014-15.

Chart 4: Forecast Capital Receipts from property sales 2014-15 (estimated cumulative receipts from month 9)



The columns for periods 9-12 show estimated cumulative future monthly receipts and demonstrate a good level of confidence in their delivery in 2014-15. A detailed list of property sales and their status may be found in Appendix 5.

- 4.8 Where unallocated capital receipts are generated the Council uses these to support its general capital programme. Anywhere capital receipts have been allocated as part of a financial package, but are still to be used, they are retained in the capital receipts reserve to fund future projects. The table below identifies expected movements on the capital receipts reserve:

Table 7: Capital receipts reserve forecast 2014-15

	General	Financial Packages	County Farms	Total
	£m	£m	£m	£m
Opening Balance	0.000	1.385	0.367	1.752
Forecast receipts from sales of properties	6.385	2.577	1.536	10.497
Receipts from sales of assets to leasing companies	0.867	0.000	0.000	0.867
Other capital receipts	1.728	0.000	0.000	1.728
Forecast receipts generated in year	8.979	2.577	1.536	13.092
Sales expenses	-0.300	-0.079	0.000	-0.379
Receipts repayable to third parties	0.000	0.000	0.000	0.000
Forecast net receipts available for funding	8.679	3.884	1.903	14.465
Forecast use to fund incomplete leases	0.000	0.000	0.000	0.000
Forecast use to fund programme and reduce borrowing	-8.679	-0.990	-0.910	-10.579
Forecast Closing Balance	0.000	2.893	0.992	3.886

- 4.9 Financial packages exist where the Council has agreed to link receipts from the sale of an asset with the funding of a specific project. Balances on financial packages exist where these projects remain incomplete.
- 4.10 Other capital receipts includes proceeds generated to date by Great Yarmouth Development Company and therefore receivable by Norfolk County Council as a repayment of the loan made to the company for investing in the development at Royal Britannia Crescent. Further receipts are expected for sales completions during December and will be added in due course.

5 New capital scheme proposals requiring borrowing

- 5.1 There are no new schemes identified requiring borrowing.

6 Spend to Save schemes

- 6.1 An analysis of spend-to-save schemes, Economic Development schemes, and schemes funded through the Norfolk Infrastructure Fund is set out in Appendix 4.

7 Capital schemes in development

7.1 The following capital schemes, which have been reported to previous meetings, are in progress:

- Land developments at former Scottow Enterprise Park (former RAF Coltishall). Further details are in the supplementary agenda to 24 November 2014 Economic Development Sub-Committee.
- Further development of broadband in rural areas (more details in Better Broadband for Norfolk 6 monthly update presented to 18 November 2014 Environment, Development and Transport Committee)
- Greater Norwich infrastructure projects, including the NDR – see Appendix 6.

7.2 A14 Cambridge to Huntingdon Improvement Scheme 2016-2020

The Secretary of State for Transport proposes to construct the A14 Cambridge to Huntingdon Improvement Scheme. The scheme is under development and is to be jointly funded by the Secretary of State and local authorities and LEPs based in the Eastern region. The outturn cost of the scheme is approximately £1.345 billion based on the works taking place between the financial years 2016-17 and 2019-20. Local authorities and LEPs will be contributing £100m, with £75m from Cambridgeshire County Council and Greater Cambridge Greater Peterborough LEP. Norfolk County Council's contribution will be £0.040m per annum from January 2020 to January 2044, resulting in a total commitment of £1m.

7.3 One Public Estate programme

Twenty councils, including Norfolk County Council, have been selected for the second phase of the One Public Estate programme to optimise the use of public sector land and property. The One Public Estate programme uses land and property released to boost economic growth and regeneration. It encourages sharing services, reduces running costs and generates capital receipts (money received from selling surplus property).

The 20 councils will join 12 pilot councils that took part in the first phase of the programme in 2013. They will receive funding and training including support from on how to “cut red tape and unblock barriers to progress”.

Norfolk County Council's bid was submitted in conjunction with Suffolk County Council and with Forest Heath and St. Edmondsbury (West Suffolk) district council.

Norfolk County Council is in the process of agreeing a Memorandum of Understanding with the Local Government Association and the Government Property Unit. NCC's membership of the programme, together with the creation of a central property team, will be significant enablers in achieving the Council's £5m 2015-18 property related savings target, improving the property portfolio the services delivered from them.

7.4 Bowthorpe Development

Norfolk County Council, acting as the Accountable body for the Local Infrastructure Fund on behalf of the Greater Norwich Growth Board, is in the

process of drafting a loan agreement with Norwich City Council. The loan is to the value of £1.865m and is intended to support the development of key infrastructure as part of the major development at Bowthorpe Threescore.

7.5 Priority Schools Building Programme

The second phase of the PSBP national programme was launched on 1 May with a value of around £2billion over a five year programme. All local authorities, dioceses, sixth form colleges, academies and multi-academy trusts were invited to submit an expression of interest for those schools and sixth form colleges in the very worst condition to undertake major rebuilding or refurbishment.

Norfolk submitted an expression of interest bid for three priority schools for approximately £2.5 million funding based on our existing condition information.

The Department for Education has set a high bar for inclusion in the Programme and the outcome of the bidding process is anticipated at the end of 2014.

7.6 Museums Joint Committee Capital Projects

The Museums service are currently working on two new capital projects:

- Voices From The Workhouse is a £1.8m scheme at Gressenhall Farm and Workhouse subject to Heritage Lottery Fund second round approval. This is due to start early next year with a view to completion by Autumn/Winter 2015.
- The redevelopment of the keep at Norwich Castle Museum and Art Gallery is a longer term renovation project to take place from 2016-17 to 2018-19. The cost of this project will likely be in the region of £8-9m and is currently subject to planning approval and securing external funding sources.

Appendices

Appendix 1: Reprofiting and Other Changes to the 2014-17 Capital Programme

Appendix 2: Revenue Consequences of Borrowing

Appendix 3: Spend to Save and NIF-Supported Schemes

Appendix 4: Norfolk Infrastructure Fund Update

Appendix 5: Capital Receipts

Appendix 6: Greater Norwich Growth introduction

Appendix 1: Reprofilling and Other Changes to the 2014-17 Capital Programme

- i. This appendix sets out the reprofilling and other changes which have occurred during November 2014.
- ii. The changes to the 2014-15 programme are as follows:

Reprofilling

Table A1a: Reprofilling in November 2014

Service	Project	Funding Type	Amount £m	Explanation
Children's Services	A1 - Growth	Multiple Funding Sources	-0.176	Basic Need 2013-14 Unallocated pot.
		Multiple Funding Sources	-0.350	Queens Hill Purchase of land delayed due to site problems.
		Grants and Contributions	0.265	Reprofiled as per progress of the following projects - Mulbarton Phase 2, Dussindale Extension, and Westfield Infants expansion.
		Multiple Funding Sources	-0.131	Reprofiled budgets on several projects to agree to plan work.
	A3 - Growth	Grants and Contributions	-0.541	Reprofiled according to progress of project
		Grants and Contributions	0.100	Lingwood new primary school adjustment as project is completed this year.
	A4 - Growth	Grants and Contributions	0.038	Adjustment to profile of budget according to progress of projects.(Hethersett Woodside Infant & Roydon Primary School)
	B2 - Targeted need	Borrowing and Capital Receipts	-0.050	Adjustment to profile of fees between 14/15 & 15/16 on BESD Briggan Road project
	B4 - Targeted need	Multiple Funding Sources	-0.181	Woodside One Pre school project not yet on site so reprofiled accordingly
	C1 - condition	Grants and Contributions	-1.400	Sustainability funding - Allocated to schools but unlikely to be spent in current year
Children's Services Total			-2.426	
Adult Social Care	Bishops Court - King's Lynn	Grants and Contributions	-0.150	Reprofile budget as there have been delays sourcing services.

	Great Yarmouth Dementia Day Care	Grants & Contributions	-0.075	Great Yarmouth Office development is still awaiting planning permission, so likely expenditure will be incurred 15/16.
	Young Peoples Scheme - East	Grants & Contributions	-0.100	Delay in purchase of property.
	Prospect Housing - formerly Honey Pot Farm	Grants & Contributions	-0.320	Delay in purchase of property.
	Adult Social Care IT Infrastructure	Borrowing and Capital Receipts	0.115	Reprofile to match progress of project.
	Strong and Well Partnership	Borrowing and Capital Receipts	-0.252	Reprofile to match progress of project. Expenditure planned over 2 years.
	Other minor reprofiling	Grants & Contributions	-0.003	
	Adult Social Care Total		-0.785	
	Community & Environmental Services			
ETD Other	Scottow Enterprise Park (former RAF Coltishall)	Borrowing and Capital Receipts	-0.395	As reported to Economic Development sub-committee on November 24, 2014
Fire	Real Fire Training Unit	Borrowing and Capital Receipts	-0.093	Reprofile due to delay in obtaining planning permission
	Other station improvements	Multiple Funding Sources	-0.083	Adjustment to budget following a programme review
	Portable generators & wiring	Multiple Funding Sources	-0.259	Reprofile budget following a project review
	Downham Market replacement appliance	Revenue and Reserves	-0.150	Reprofile due to delays in insurance recovery negotiations
	Other minor reprofiling	Grants and Contributions	-0.005	
	Community & Environmental Services Total		-0.985	
Resources	Coroners Tables Queen Elizabeth Hospital	Revenue and Reserves	-0.155	Delay in project related to some estates ventilation issues which needed further clarification

Resources Total			-0.155	
Finance	Great Yarmouth Property Rationalisation	Borrowing & Capital Receipts	-1.045	Reprofiled budget based on project profile. Estimated completion May 2015.
Finance Total			-1.045	
Total Reprofiting			-5.395	

Other Changes

Table A1b: Other changes in November 2014

Service	Project	Funding Type	Amount £m	Explanation
Children's Services	B4 - Targeted need	Revenue and Reserves	0.150	Additional revenue contributions from Schools.
	D - Other schemes	Revenue and Reserves	0.423	Additional revenue contributions from Schools.
	2013-2014 Funding	Grants and Contributions	0.036	Additional Developer contributions unallocated
Children's Services Total			0.609	
Community & Environmental Services				
Cultural Services	S106 Library schemes	Grants and Contributions	0.022	New S106 schemes.
	Library CERF schemes	Borrowing and Capital Receipts	0.102	Allocation of funding from the CERF pot to Library projects.
ETD	Local Road Schemes	Grants and Contributions	0.280	Additional Developer contributions (£39k reduction Frenze Hall, Diss £258k addition to Hardwick schemes, KL. £20k addition to flooding relief, Railway bridge, Wymondham £20k addition to Fritton Country Park turning)
	Cycling	Grants and Contributions	0.019	Addition of Cycle counters scheme, Norwich Cycle Ambition.
	Other Schemes	Grants and Contributions	0.014	Adjustment to funding.
	Traffic Management & Calming	Grants and Contributions	-0.022	Removal of St Augustines Traffic Calming scheme
	Walking Schemes	Grants and Contributions	-0.041	Removal of North Walsham Town centre scheme
	Scottow	Borrowing	0.020	As reported to Economic

	Enterprise Park (former RAF Coltishall)	and Capital Receipts		Development sub-committee on November 24, 2014
Fire	Diss Fire Station Fire safety improvements	Borrowing and Capital Receipts	0.002	Allocation from Corporate Minor Works .
Community & Environmental Services Total			0.396	
Finance	CMW Pot	Borrowing and Capital Receipts	-0.002	Disaggregation of funding to schemes within services
	Cerf Pot	Borrowing & Capital Receipts	-0.102	Disaggregation of funding to schemes within services
	North Nfk Office reorganisation	Revenue and Reserves	0.008	Additional Revenue contribution for the project.
Finance Total			-0.095	
Total Other Changes			0.909	

iii. Reprofiting into future years is as per Table A1a.

Appendix 2: Revenue Consequences of Borrowing

- i. The Council is required under the Local Government Act 2003 to have regard for the CIPFA Prudential Code for Capital Finance in Local Authorities (The Prudential Code).
- ii. The Prudential Code sets out the principles by which authorities should ensure that their level of borrowing is prudent and affordable. It also prescribes the indicators an authority must use to assess the prudence and affordability of its borrowing.
- iii. The prudential indicators, which include the authorised limit for borrowing and the expected ratio of financing costs to net revenue stream for future years, are set annually and were agreed alongside the Capital Programme on 17 February 2014.
- iv. The indicators are monitored on a monthly basis and any significant deviation from the set level, which would indicate that the Council is acting imprudently, is reported to Members by Treasury Management. Currently the Council is working well within the indicators set in February and does not plan to undertake any further borrowing in 2014-15.
- v. The level of borrowing on the Council's Balance Sheet reflects prior capital funding decisions and must be viewed in the context of the overall portfolio of assets held by the Council.
- vi. The Council is required to set aside an amount of money annually to service its debt and ensure that its actions do not impair the ability of the Council to borrow to support its capital requirements in the future. This is known as the Minimum Revenue Provision (MRP). The underlying assets provide services for the Council over a significant period of time and, through setting aside an amount of money annually to service the associated borrowing, the Council matches the cost of these assets to the service potential provided by them.
- vii. Additional borrowing results in an increase in the amount of interest the Council must pay each year and an increase in the MRP it must make. The table below shows the incremental effect of the current programme of unsupported borrowing on future revenue budgets:

Table A2a: Analysis of unsupported borrowing required to support the capital programme

	2014-15	2015-16	2016-17	2017-18
	£m	£m	£m	£m
Forecast additional borrowing required in year	36.247	34.160	15.188	N/A
Cumulative additional borrowing	36.247	70.408	85.595	85.595
Interest		1.812	3.691	4.526
MRP		1.450	2.816	3.424
Total annual revenue impact of borrowing (cumulative)		3.262	6.507	7.950

- viii. The figures are based on interest rates for borrowing of 5.00%, 5.50% and 5.50% for 2014-15, 2015-16 and 2016-17 respectively. MRP is calculated on the basis of accounting for 1/25 of capital expenditure per year, which is consistent with expenditure on buildings; where expenditure is incurred on other types of asset, MRP figures will vary from those shown above.
- ix. During 2014-15, the Council will be repaying loans of £9.000m, resulting in a reduction of £0.479m in interest costs.
- x. Unsupported borrowing may be analysed into “spend to save” schemes and those schemes which do not have a recognised saving or income stream related to them:

Table A2b: Analysis of unsupported borrowing

	2014-15	2015-16	2016-17
	£m	£m	£m
Spend to save (Appendix 2)	25.721	9.925	
Economic Development & NIF Funded Schemes (Appendix 2)	8.550	30.108	20.000
Deferred borrowing	6.214	2.154	0.875
Other schemes	5.353	2.792	0.818
Capital receipts available to reduce deferred and other borrowing	-9.587	-10.819	-6.505
Total	36.247	34.160	15.188

- xi. Spend to Save Schemes
Spend to save schemes are schemes where savings or income to cover the revenue consequences of borrowing in future years (or a specific capital receipt) have been identified. Proceeding with these schemes should have no adverse impact on future revenue budgets.
- xii. Economic Development & NIF Funded Schemes
Schemes financed through Economic Development and Norfolk Infrastructure Fund also have specific future revenue streams and savings attached to them. For example, loan repayments on the Norfolk Energy Futures loan.
- xiii. Deferred Borrowing
Deferred borrowing represents 2014-17 capital schemes that are nominally funded from revenue and reserves, but which are now being funded from borrowing as reserves were used in previous years to minimise the revenue costs of borrowing.

The funding for these schemes should not be considered for removal as the borrowing has already been committed to in previous financial years when the decision to use revenue contributions was made.
- xiv. The following table identifies the breakdown of those schemes which do not fall into one of three above categories:

Table A2c: Analysis of Other Schemes

Scheme	2014-15	2015-16	2016-17	2017-18
	£m	£m	£m	£m
Corporate				
Alterations to Offices to Comply with Disability Discrimination Act	0.024	0.230		
Asbestos Survey & Removal Programme (Chief Exec)	0.324	0.185		
Corporate Minor Works	0.283	0.113		
Fire Safety Requirements	0.076	0.049		
Unsupported schemes				
Closed Landfill Site Capping	0.148	0.100		
HWRC Drainage Improvements	0.500			
Kings Lynn Fire Station	1.173			
New Fire Station - Boat Store & Enhanced	0.005	0.153		
North Lynn Improvements	0.400			
Real Fire Training Unit	0.015	0.093		
Education schemes initially funded through supported borrowing				
Basic Need Unallocated		0.300		
BESD Briggan Road	0.006	0.283		
Brooke Replacement School		0.145		
Chapel Rd site	0.149			
Condition Contingency	0.447			
Drake Land	0.050	0.000		
Gayton Land		0.066		
Kings Lynn Academy	0.034			
Mundesley Infants	0.217			
Queens Hills Land		0.213		
Robert Kett, Wymondham	0.164			
Schools Access Initiative Post 2011-12	0.035	0.130	0.200	
Sustainability	0.443	0.012		
Thetford Replacement School	0.056	0.456	0.605	
Valley Primary	0.136			
Other education schemes	0.203	0.099		
Other small schemes				
Other Schemes	0.465	0.175	0.013	
	5.353	2.792	0.818	
Cumulative Borrowing	5.353	8.145	8.963	
Impact on revenue		0.482	0.747	0.825

- xv. The schemes identified in the first part of Table A2c represent corporate programmes intended to maintain Norfolk County Council assets and ensure that the Council complies with legislation.

- xvi. Reprofiled schemes includes costs previously reported as being deferred borrowing, as described above.
- xvii. To fund or reduce the Council's unsupported borrowing detailed above, there are three options:
 - a. Amend the future capital programme to reduce the funding available to support these schemes, including an ongoing review of the Corporate Minor Works programme
 - b. Identify revenue budget to fund the capital expenditure directly.
 - c. Identify a suitable reserve from which to draw down the funding for the schemes.

Appendix 3

Appendix 3: Analysis of Spend to Save and Economic Development & NIF Funded Schemes

- i. The total for “spend to save” schemes in Appendix 2 Table A2b in can be analysed as follows, with details of the benefits to be realised for each project.

Table A3a: Analysis of “spend to save” capital schemes 2014-17

Scheme	Financing	2014-15	2015-16	2016-17
		£m	£m	£m
Carbon Energy Reduction Fund (CERF)	Energy cost savings	1.505		
County Hall Carbon Energy Reduction Fund		1.080	0.771	
County Hall Better Ways of Working	Office closures rent saving	2.462	1.760	
County Hall Strategic Maintenance		13.555	6.999	
North Norfolk Office Reorganisation	Office closures running cost saving and sales proceeds	0.022		
County Farms Improvements	Capital receipts from County Farms disposals	0.910		
Great Yarmouth Property Rationalisation	Capital receipts from disposal of Great Yarmouth office accommodation	0.420		
Scottow Enterprise Park (former RAF Coltishall)	Identified capital receipt used to replace direct funding from NIF	0.325	0.395	
The Oaks, Harvey Lane Disposal	Capital Receipt from disposal	0.100		
Watton Depot	Capital receipt from disposal of depot	0.142		
DNA	Funded from identified savings within the ICT budget	5.000		
Cromer Road, Sheringham	Capital receipt from disposal of property in Holt	0.200		
Total Current and Proposed Spend To Save Schemes		25.721	9.925	0.000

- ii. The following table analyses Economic Development & NIF Funded schemes funded through borrowing and /or supported by the Norfolk Infrastructure Fund. The Norfolk Infrastructure Fund (NIF) is a fund using second homes council tax income.

Table A3b: Analysis of Economic Development and Norfolk Infrastructure funded capital Schemes 2013-16

Scheme	Financing	2014-15	2015-16	2016-17
		£m	£m	£m
Better Broadband	Telecommunications contract savings and NIF support		14.209	
Northern Distributor Road	GNDP/ CIF	8.050	8.650	20.000
Loan to Norfolk Energy Futures	Loan Repayments From renewable energy incomes generated by a wholly owned company	0.500	7.250	
Total Economic Development and NIF funded projects		8.550	30.109	20.000

- iii. Updates on Better Broadband, the Beach Coach Station and NORA are included in Appendix 4.

Appendix 4: Norfolk Infrastructure Fund Update

- i. The Norfolk Infrastructure Fund is a reserve funded by Second Homes receipts and created to support investment in economic development and infrastructure schemes undertaken by the Council.
- ii. This support is in the form of either:
 - a. one-off funding from the reserve, whereby the Council does not incur future revenue costs related to borrowing, or
 - b. through support for borrowing, providing an annual contribution to mitigate the future effects of interest and MRP.
- iii. An annual update detailing progress on the fund was presented to Cabinet on 3 March 2014.
- iv. The revised commitments on the fund following the end of 2013-14 are as follows:

Borrowing requirement	Total Investment	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
3rd River Crossing	0.800	0.800					
College of West Anglia	1.500		0.105	1.395			
Broadband	4.221					0.000	4.221
Thetford	0.000						
Beach Coach Station	0.000			1.247	0.888	(2.135)	
South Denes	0.000						
NORA	0.000		0.307	0.443	0.250	0.000	
Total Borrowing commitment	6.521	0.800	0.412	3.085	1.138	(2.135)	4.221
Cumulative Borrowing Position		0.800	1.212	4.297	5.435	3.300	7.521

Balance of the Fund

Opening balance of reserve	(1.151)	(1.151)	(4.745)	(2.378)	(2.015)	(1.218)
Additions to the fund		(3.658)	(1.914)	(1.161)	(1.133)	(1.133)
Borrowing costs		0.065	0.098	0.247	0.442	0.269
<i>One off Funding</i>						
Scottow Enterprise Park (former RAF Coltishall)				4.183	1.270	1.489
Breckland					0.006	
Broadband						0.779
	(1.151)	(4.745)	(2.378)	(2.015)	(1.218)	(1.303)

- v. The following provides an update on the position of the current schemes within the Norfolk Infrastructure Fund:

NORA (Nar Ouse Regeneration Area) Housing Project

Progress update

- Pre-commencement planning conditions and associated works were completed and signed off in July 2013. The expected surplus from phase one was £0.392m (outline business case May 2012).
- There have been significant issues in regard to ground conditions and a pumped sewer main across the site which have now been resolved. Compared to the plan, a further contribution may be necessary.
- Infrastructure works commenced in August 2013 and piling commenced in October 2013.
- Construction of the first 54 dwellings (Phase 1) commenced in November 2013 with the first of these properties programmed to be completed in May 2014 with the whole of Phase 1 being handed over by October 2014.
- William H Brown has been appointed as agent for the site, interest from potential purchasers is strong. A number of offers have already been accepted "off-plan". To help generate sales there will be a show home on the site and the scheme is registered with the Help to Buy scheme.
- The business plan for phase 1 is being refreshed. Later phases will depend on agreed business plans. After each phase of development, a report analysing the results of that phase will be completed (Cabinet April 2010).
- At the time of writing an update on the NORA housing project is in development.

Royal Britannia Crescent (formerly Beach Coach Station Car Park, Great Yarmouth)

Period 8 Sales update

- All 19 homes have been built. There has been further progress on the sales of properties following the May 2014 report.
- All properties have now been sold or are sold subject to contract, with work ongoing to complete the remaining sales. These are expected to be completed during December.

Scheme estimates

- November estimates for the scheme outturn are as follows:

	Original estimate	Change from Original Estimate	Current forecast
	£m	£m	£m
Total Budgeted Costs	2.076	0.144	2.220
Estimated Sales	-2.440 +/- 5%	-0.146	2.294
Estimated surplus (-)	-0.364	0.290	-0.074

The surplus has dropped compared to the original estimates, due to increased costs on the site. The latest figures show a small upward revision to the expected returns and still forecast a return on the project.

As further sales continue to be completed there will be increasing certainty that a surplus will be realised, but at this stage there remains a risk around that return.

Once the properties are sold the initial investment will be returned to the fund and will be available to fund future projects.

Supporting better broadband access in rural areas

Progress update

- On 21 December 2012, using the Broadband Delivery UK (BDUK) Framework Contract, Norfolk County Council signed a contract for the delivery of improved broadband infrastructure across Norfolk
- Once complete in late 2015, the combination of commercial deployments and the 'Better Broadband for Norfolk' project should mean that 89% of Norfolk premises to have access to 'next generation access' infrastructure and 83% of all Norfolk premises have access to speeds of 24Mbps+
- All premises are expected to have access to a minimum of 2Mbps (enough to run BBC iPlayer).
- Further funding of £5.590m was announced by central government subject to the provision of match funding. A further £4m was requested from DCMS and agreed subject to the entire £9.590m being matched with local funding.
- A report was presented to the Environment, Development and Transport committee on 8 July 2014 detailing options for procurement and match funding. Currently, Norfolk County Council proposes to make a £1m contribution with the remaining being sought from District Councils and the Local Enterprise Partnership.
- The programme is still on schedule to be complete by the end of 2015. A report to the 18 November EDT committee entitled "Better Broadband for Norfolk – 6 Monthly Update" gives an up to date commentary regarding progress on this scheme.

Appendix 5: Capital Receipts

- i. The current budgeted requirement for borrowing and capital receipts to support the 2014-15 capital programme is £48.366m, with a further £66.672m required to fund 2015-17.
- ii. As detailed in Appendix 2, borrowing to finance the capital programme incurs revenue costs for both the interest on loans and the Minimum Revenue Provision that the Council is required to set aside. These increased revenue costs have an impact on the future revenue budgets set by the Council.
- iii. In order to reduce the borrowing required to finance the programme, the Council may seek to generate capital receipts through the rationalisation of its property portfolio.
- iv. The table below sets out in detail the sales which the Council has generated to date in 2014-15 in order to realise capital receipts and reduce the Council's borrowing requirement:

Table A5a: Sales to Date

Property	2014-15 Status	Capital Programme 2014-15	Forecast / Actual Receipt	Variance	Notes
		£m	£m	£m	
Former Landfill Site, North Walsham	Completed 4 July 2014	0.000	0.004	0.004	
Former Highways Office, Aylsham	Completed 19 June 2014	0.175	0.303	0.128	
Shrublands, Great Yarmouth	Completed 7 July 2014	0.050	0.166	0.116	
Tanner House, Thetford	Completed 17 July 2014	0.000	0.262	0.262	
Magdalen House HFE, Great Yarmouth	Completed 6 August 2014	0.000	0.000	0.000	
Unthank Centre, Norwich	Completed 7 August 2014	0.000	0.715	0.715	
30 Swansea Road, Norwich	Completed 26 September 2014	0.000	0.174	0.174	
Earthsea House, East Tuddenham	Completed 30 September 2014	0.000	0.310	0.310	
Former Youth & Community Centre, North Walsham	Completed 22 October 2014	0.000	0.200	0.200	
322-323 St John's Way, Thetford	Completed 6 November 2014	0.000	0.250	0.250	
Former Claydon High School, Great Yarmouth	Completed 13 November 2014	0.000	2.550	2.550	
Land at Lynn Road, Walsoken	Completed 5 December 2014	0.000	0.018	0.018	
Highways Depot, Watton	Exchanged	0.000	0.374	0.374	
Sculthorpe Depot, Tattersett	Exchanged	0.000	0.060	0.060	

Former Railway Line, Walsingham	Legal in Progress	0.001	0.030	0.029	
Former Court House, Fakenham	On Market	0.000	0.155	0.155	
Dereham Road Land, Norwich	On Market	0.000	0.085	0.085	
Former Cromer High Station, North Repps	Preparation for Market	0.000	0.000	0.000	
Rear of 101-106 Norfolk Street, Kings Lynn	Preparation for Market	0.000	0.000	0.000	
Lingwood Junior School, Lingwood (Orchard Site)	Preparation for Market	0.000	0.730	0.730	
Former Drill Hall, Great Yarmouth		0.025	0.000	-0.025	Staged payment accounted for in prior financial year
The Hollies Youth & Community Centre, Loddon		0.004	0.000	-0.004	Staged payment accounted for in prior financial year
New Youth & Community Centre, Sheringham		0.058	0.000	-0.058	Staged payment accounted for in prior financial year
Land Adjacent to 20 Three Mile Lane, Costessey		0.100	0.000	-0.100	Sale of property completed in March 2013-14
Herondale HFE, Acle		0.900	0.000	-0.900	No longer being considered for sale
Former Sailing Base, Filby		0.010	0.000	-0.010	Delayed until future years
Mildred Stone House HFE, Great Yarmouth		0.000	0.000	0.000	Delayed until future years due to community asset listing
Former St Michael's School Site, Kings Lynn		0.000	0.000	0.000	Sale delayed until 2015-16 pending termination of lease with KLWNBC
Clere House HFE, Ormesby St Margaret		0.000	0.000	0.000	Sale delayed until 2015-16
Land at Norwich Road, Acle		0.000	0.000	0.000	Removed from schedule
Marsh House, Kings Lynn		0.185	0.000	-0.185	Delayed until 2015-16
Primary School, Cringleford		0.750	0.000	-0.750	Reclassified to financial packages
Lingwood Junior School, Lingwood (Pond site)	Preparation for Market	0.000	0.000	0.000	Sale delayed until 2015-16
Surplus ETD Land, Earsham	Preparation for Market	0.000	0.000	0.000	Sale delayed until 2015-16
General Capital Receipts		2.258	6.384	4.128	
Land at Sewell Park College, Norwich	Completed 18 November 2014	0.000	0.587	0.587	
Former Highways Depot, Stalham	Legal in progress	0.250	0.215	-0.035	
Primary School, Cringleford	Legal in progress	0.000	1.775	1.775	
Former Sixth Form		0.150	0.000	-0.150	Sale of property

Centre, Swaffham					completed in March 2013-14
The Hollies and Ivy House, Great Yarmouth		0.200	0.000	-0.200	Sale of property completed in March 2013-14
Former Highway Depot, Hillington		0.200	0.000	-0.200	Sale of property completed in March 2013-14
Former School, Necton		0.350	0.000	-0.350	Sale removed from schedule as the property is no longer being marketed due to planning issues
Alderman Jackson School, Kings Lynn		0.335	0.000	-0.335	Delayed until 2015-16
Financial Packages		1.485	2.577	1.092	
Capital Receipts					
Priory Farm, Wigenhall St Germans	Completed 7 July 2014	0.150	0.130	-0.020	
Dairy Farm, Burlingham	Completed 4 September 2014	0.000	0.138	0.138	
Sparrow Hall Bungalow, Blofield	On Market	0.150	0.120	-0.030	
Hall Farm, Thorpe Market	On Market	0.000	0.618	0.618	
Barns at College Farm, Denver	Preparation for Market	0.300	0.300	0.000	
Hall Farm Cottage, Haddiscoe	Preparation for Market	0.200	0.230	0.030	
Land for 150 Homes Including Affordable Housing, Acle		4.000	0.000	-4.000	Planning for this site has now been agreed in principle but is subject to finalising the S106 agreement. Therefore, the property is likely to be marketed in December or January with a sale hopefully completed early in 2015-16.
Vicarage Farm Barns, North Elmham		0.200	0.000	-0.200	Anticipated sale now 2015-16
Development Site, Hilgay		0.080	0.000	-0.080	Anticipated sale now 2015-16
Additional Land for Hospice, Hopton		0.060	0.000	-0.060	Anticipated sale now 2016-17
Site for 20 Homes Including 12 Affordable Housing, South Walsham		0.500	0.000	-0.500	The initial planning application was not approved. This has now been revised and resubmitted but has delayed the sales process.
Row Hill Farm Barns, Hindringham		0.000	0.000	0.000	Anticipated sale now 2015-16
Tunstead Barns, Tunstead		0.150	0.000	-0.150	Anticipated sale now 2015-16
Site for 14 Homes Including Affordable Housing, Blofield	Preparation for Market	0.475	0.000	-0.475	Anticipated sale now 2015-16

Site for 5 Homes Including 3 Affordable Housing, Salthouse	Preparation for Market	0.065	0.000	-0.065	Anticipated sale now 2015-16
Church Farm Barns, Bacton		0.090	0.000	-0.090	Anticipated sale now 2015-16
Farms Capital Receipts		6.420	1.536	-4.884	
TOTAL RECEIPTS		10.163	10.497	0.334	

Appendix 6: Greater Norwich Growth introduction

Greater Norwich Growth Board (GNGB) and Community Infrastructure Levy CIL funded projects

Broadland District Council, Norwich City Council, South Norfolk Council, Norfolk County Council and New Anglia Local Enterprise Partnership have agreed to establish a Greater Norwich Growth Board to co-ordinate the City Deal and the wider growth programme for the Greater Norwich Area.

CIL is being applied on new developments in Norwich City, Broadland and South Norfolk district areas. CIL has replaced other developer contributions, including “section 106” payments. CIL has not been applied in other areas of Norfolk, where lower levels of large scale development are expected.

CIL is collected by the district councils from developers, based on charging schedules based mainly on the square metres of residential and retail developments. A small amount of CIL will be retained by the districts to cover costs of administration. Approximately 15% will be passed to parishes for small scale projects. The remainder will be made available for the infrastructure required to support new developments.

Recent projections presented to the GNGB forecast CIL receipts totalling £102m between 2014-15 and 2025-26. The largest project requiring CIL funding is the NDR. Other schemes may include major highways projects (including Thickthorn and Long Stratton Bypass), public transport schemes, and other schemes including additional school capacity.

Being a relatively new scheme, the districts have collected only small amounts to date, no CIL monies have yet been paid to Norfolk County Council. CIL is not technically restricted to capital expenditure, but it is effectively ring-fenced to items promoted by the GNGB. These are schemes which have been agreed after significant negotiation between the County and the districts. As such, CIL is not available to support Norfolk County Council projects which are not part of the GNGB programme.

CIL will be classed as external funding for capital projects, and will fund NCC projects in one of three ways:

- direct funding when received in advance of the infrastructure requirement
- funding of revenue costs of borrowing or
- future income to repay borrowing used to bridge a timing gap

Due to the nature of developments, there will be occasions where infrastructure is committed before development takes place (for example in relation to the NDR). Where NCC is leading a scheme, it will have to fund the project (nominally from prudential borrowing) until the districts collect and pass over the CIL.

Apart from the NDR, which already forms part of the capital programme, the main impact of CIL on the programme will be in the medium and longer term. At present there are no CIL funded schemes in the proposed 2015-16 capital programme which was reported to the EDT Committee in October. The majority of early infrastructure schemes are funded from specific grants, with the aim of minimising the gap between the aspirations of the GNGB and the projected CIL receipts that will be available to

support schemes. Examples of current externally funded schemes are the new cycleway in Norwich, and the Better Bus scheme.

Future reports will show GNGB schemes which are being led by Norfolk County Council, levels of associated CIL receipts.

Policy & Resources Services Committee

Item No 8

Report title:	Strategic and Financial Planning 2015-18
Date of meeting:	26 January 2015
Responsible Chief Officer:	Anne Gibson, Executive Director of Resources – Peter Timmins, Executive Director of Finance (Interim)
Strategic impact <p>The proposals in this report will contribute towards the County Council setting a legal budget for 2015/16 which sees its total resources of £1.4billion focused on meeting the needs of residents.</p>	

Norfolk County Council is due to agree its new budget and plan for 2015-18 on 16 February 2015. Policy & Resources Committee works with service committees to coordinate this process and develop a sound, whole-council budget and plan for Norfolk.

The County Council is currently facing unprecedented financial challenges. In the current year (2014-15), a total of £69m savings are being implemented; a further £40m of savings for 2015-16 were consulted on and agreed in February 2014. In September 2014, the Council learned that an estimated budget shortfall of £3.8m for 2015-16 was likely to increase to £12.9m. This was due to new financial risks.

In order to set a balanced budget for 2015-18, the Council agreed a strategy to meet as much of the shortfall as possible through efficiency measures. In total, £11.2m of efficiency savings were found across all services, leaving a shortfall of £1.7m for 2015-16. Committees then identified further savings proposals to meet the remaining £1.7m gap. Some of these proposals were likely to have an impact on the public, so have undergone equality and rural assessment and public consultation.

This paper sets out the latest information on the Local Government Finance Settlement and the financial and planning context for the County Council for 2015-18. It summarises the Committee's savings proposals for those services specifically within its remit for 2015-16 and the proposed cash limit revenue budget based on all current proposals and identified pressures and the proposed capital programme. It also reports on the findings of rural and equality assessments. The findings of public consultation will be presented at the meeting.

The information in this report will enable the Committee to take a considered view of all relevant factors in order to agree a balanced budget for 2015-18, and agree recommendations that will then form part of the Committee's wider consideration of the 2015 – 18 budget before Full Council meets on 16 February 2015 to agree the final budget and plan for 2015-18.

RECOMMENDATIONS:

The Committee to:

- (1) Consider and agree the findings of public consultation
- (2) Consider and agree the findings of equality and rural assessment, and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- (3) Agree and recommend a budget for those services within the remit of the Policy & Resources Committee as set out in Appendix A and any associated risks and issues. These will then form part of the Committee's consideration of recommendations from service committees to enable it to recommend a sound, whole-Council budget to Full Council on 16 February 2015.

Proposal

1. Norfolk County Council is due to agree its new budget and plan for 2015-18 on 16th February 2015.
2. The County Council continues to manage unprecedented financial challenges. In February 2014, the Council agreed the budget for 2014-15, and in the context of establishing a three year rolling financial plan, agreed planned savings of £71.8m for 2015-17. This left a predicted shortfall of £3.8m in 2015-16 and £18.2m in 2016-17.
3. However, in September 2014, the Council learned that the budget shortfall for 2015-16 was likely to be significantly higher - £12.9m. This was due to changes in circumstances making it difficult to achieve budget reductions agreed for this year (2014-15) and next; cuts of £2.7m to the Education Services Grant, the total impact arising from the Better Care Fund and the NHS Invest to Save Fund on the Council's budget (a loss of £6.85m in revenue for 2015-16) and increasing pressure on and demand for social care services for vulnerable adults.
4. Since September 2014, service committees have worked to identify savings proposals to meet the £12.9m shortfall. Policy and Resources Committee, which works with Service committees to coordinate the budget setting process, agreed that as much of the shortfall as possible should be met through further efficiency proposals. This would be in addition to the £88m of efficiency savings for 2014-17 already agreed by Full Council in February 2014.
5. Committees were successful in identifying around £11m of additional efficiency savings to meet the £12.9m budget gap. This, together with the outcome to date of the Better Care Fund, left a remaining budget shortfall of £1.7m (this was on the assumption that there were no overspends on the current revenue budget (2014-15), and that all savings for 2015-16 already consulted on and agreed by Full Council were delivered).
6. Committees then sought to find additional savings to meet the £1.7m shortfall for 2015-16. Policy & Resources Committee suggested the following apportionment across committees:
 - Children's: £310k
 - Adults: £395k
 - Cultural: £105k
 - ETD: £385k
 - Fire and rescue: £ 95k
 - Resources £265k
 - Finance £ 55k
 - Finance general: £ 85k
7. Policy & Resources Services Committee identified a savings proposals to help meet the £1.7m shortfall and enable the Council to set a balanced budget for

2015-18. Some of these proposals were likely to have an impact on the public, so have undergone equality and rural assessment and public consultation.

8. On 3 December 2014, the Government announced its Provisional Local Government Settlement 2015-16 and the Autumn Statement 2014. The implications of this will have a significant impact on the Council's budget and service planning over the next five years, and will be one of many factors that the Committee will need to take into account in determining its savings proposals for 2015-16, as well as the budget for 2015-18.
9. This paper sets out the latest information on the Local Government Finance Settlement and the financial and planning context for the County Council for 2015-18. It summarises the Committee's savings proposals for 2015-16 for those specific services within its terms of reference and the proposed cash limited revenue budget based on all current proposals and identified pressures and the proposed capital programme. It also reports on the findings of rural and equality assessments. The findings of public consultation will be presented at the meeting, to enable members to take a considered view of all relevant information before agreeing a balanced budget for 2015-18 to recommend to Policy & Resources Committee for consideration on 26 January 2015 before Full Council meets on 16 February 2015 to agree the final budget and plan for 2015-18.

Provisional Local Government Settlement 2015-16 and the Autumn Statement 2014

The Chancellor of the Exchequer announced his Autumn Statement on 3 December 2014. Following the Statement our planning assumptions remained broadly the same.

There were a number of announcements affecting business rates. The RPI increase in business rates will be capped at 2% for a further year from 1 April 2015. Our assumption, based on last year, is that these business rate policy changes will be fully funded through section 31 grant payments:

- Small Business Rates Relief will be extended to April 2016; it was due to end April 2015 (after a two year extension)
- Business rates discount for shops, pubs, cafes and restaurants with a rateable value of £50,000 or below, has been increased from £1,000 to £1,500 in 2015-16

Department of Communities and Local Government announced the detailed finance settlement for local government on 18 December 2014. This provided provisional details for 2015-16. In relation to our plans, the funding settlement (Revenue Support Grant and Business Rates funding) is £0.381m lower than expected in 2015-16. There are also adjustments to specific grants which are £0.444m less than the budget planning assumptions.

The adjusted Settlement Funding Assessment for 2014-15 is £320.054m, for

2015-16 the Settlement Funding Assessment reduced by £42.093m to £277.961m.

Further detail is available on the Local Government Finance Settlement in Appendix D within a briefing paper which was circulated via email on the 19 December 2014 to all members. This was also made available on Members Insight.

Implications of the settlement for Policy & Resources Services Committee

10. The proposed budgets reflect the provisional financial settlement and changes in Government funding. As this impacts on all Services the implications are incorporated in the organisation budget position paper elsewhere on the Policy & Resources Committee agenda.

The County Council Plan and the latest planning position

11. The Council's ambition for Norfolk is for everyone in Norfolk to succeed and fulfil their potential. By putting people first we can achieve a better, safer future, based on education, economic success and listening to local communities. The Council's priorities are:
 - **Excellence in education** – We will champion our children and young people's right to an excellent education, training and preparation for employment because we believe they have the talent and ability to compete with the best. We firmly believe that every single child matters.
 - **Real jobs** – We will promote employment that offers security, opportunities and a good level of pay. We want real, sustainable jobs available throughout Norfolk.
 - **Good infrastructure** – We will make Norfolk a place where businesses can succeed and grow. We will promote improvements to our transport and technology infrastructure to make Norfolk a great place to do business.

The latest planning position

12. Over the last four years, the Government has cut funding to local government by 24%. Only the defence budget has seen a higher percentage reduction. Across Government spending departments as a whole, the average reduction is 8%.
13. Over this period, Norfolk County Council's share of that 24% cut has seen the authority lose £85.099m in Government funding while the actual cost pressures on many of the Council's services have continued to go up. For example, last year alone, extra demands on children's services and adult's social care services arising from circumstances outside of the Council's control – such as changes in Norfolk's population profile - cost another £9m. Continuing spending reductions of this scale and size require the Council to fundamentally reassess its business and operations in consultation with others.

14. The period of shrinking government finance and cuts to local government funding is set to continue. Indications are that the Government has achieved only half the spending reductions it plans as part of its “fiscal consolidation” plans.
15. After setting the budget for 2015-18, the County Council will look to develop a longer term strategy with a clear sense of purpose to ensure continued delivery of the authority’s ambition and priorities and other objectives. This will ensure that the Council’s remaining budget of £1.4bn is spent to the best effect for Norfolk people. Committees have already commenced work on this through a process of workshops and public debate – this will continue throughout the first half of 2015, taking into account the resources available to the Council, central government policy and local circumstances.

Budget proposals for Policy & Resources Services Committee

16. The proposals span the functions of Resources Shared Services, Finance and Property, in many cases these functions act as an enabler for other Services to achieve savings. Specific changes to the savings proposed at the October meeting of Policy & Resources Committee are as follows -
 - The Committee were previously advised of a savings target of £1.5m across Resources, Finance and Property, to be achieved through a comprehensive review of shared services. Following the first phase of the review and taking account of a number of organisational changes already identified to meet savings targets, the target has been revised to £1.1m, with £600k from Resources and £500k from Finance.
 - Funding from County Farms has been included by way of a one off £2,000k contribution and a £500k recurring contribution.
17. At the time of the report to Policy & Resources Committee in October, discussions were ongoing concerning the local agreement with District Councils about second homes monies. The proposal agreed by Full Council in February 2014 was that the arrangements for use of the monies from reducing the Council Tax discount on second homes should be reviewed and discussed with District Councils for future years (2015-16 and 2016-17), based on an initial working assumption that the County Council proportion of the additional monies provided to District Councils would be reduced to 25% in 2015-16 and removed in 2016-17.

It was reported to the Committee in October that District Council Leaders had expressed the view that the local agreement should be retained. However, it has now been agreed that in 2015-16 the County Council proportion of the additional monies provided to District Councils will be reduced to 25% and will remain at that level in 2016-17 and 2017-18.

This revised arrangement delivers an ongoing £1.2m saving for the County Council in 2015-16. It was also agreed to continue with this arrangement for 2016-17 and 2017-18, therefore removing the proposed saving of £1.2m within the 2016-17 budget, as reported in the 2014-17 budget round.

There will be a further joint review in early 2017-18. District Councils have agreed to take account of County Council priorities in allocating the proportion of second homes monies they receive and the County Council has undertaken to consult early (prior to publication) on their budget proposals with Districts for future years to identify any potential adverse impact on District budgets.

Revenue Budget

18. The attached proposals in Appendix A set out the proposed cash limited budget. This is based on the cost pressures and budget savings reported to this Committee in October which have been updated to reflect any changes to assumptions identified. Cost neutral adjustments for each committee will be reflected within the Policy and Resources revenue budget 2015-18 paper also presented at this meeting.

The table below illustrates the year on year budget movement, overall budgets for Services within the remit of this Committee are reduced by £7m which helps protect front line services.

	Resources £m	Finance & Property £m	Finance General £m	Shared Services Total £m
Base budget 2014 - 15	40.463	10.246	-309.530	-258.820
<u>Additional costs</u>				
Inflation	0.517	0.120	0.118	0.755
Legislative requirements			1.637	1.637
Demand / demographic				0.000
NCC policy	-3.137		-10.992	-14.129
Funding reductions (base adjustments)			42.246	42.246
Total budget increase	-2.620	0.120	33.009	30.509
<u>Savings</u>				
Efficiencies	-3.367	-2.155	-3.258	-8.780
Income and rates of return	-0.108		3.174	3.066
Reductions to standards or services				0.000
One off items (use of reserves)	3.122	-2.000	2.000	3.122

Funding increases (base adjustments)			-8.383	-8.383
Cost neutral adjustments			-13.829	-13.829
Total budget decrease	-0.353	-4.155	-20.296	-24.804
Year on year budget comparison	37.490	6.211	-296.817	-253.115

Capital Budget

The Council's overall proposed capital programme can be summarised as follows:

Service	2015-16 £m	2016-17 £m	2017-18+ £m	Total £m
Children's Services	78.105	33.450	1.800	113.355
Adult Social Care	8.251	2.013	2.000	12.264
CES Highways	82.605	121.291	43.114	247.010
CES Other	12.373	4.036	1.426	17.835
Resources	16.317	5.500	11.600	33.417
Finance and Property	12.852	1.600	0.600	15.052
Total	210.503	167.890	60.540	438.933

A more detailed summary of the programme, including an analysis of existing and new schemes is shown as Appendix B.

A new capital project prioritisation model has been used across the authority for the preparation of the 2015-16 capital programme. Since the prioritisation model approved at 1 December 2014 P&R Committee, further guidance has been set out to:

- Ensure that the process is as objective as it reasonably can be and
- To be able to adjust the model where results are not in accordance with member wishes and decisions.

Prioritisation weightings are as follows:

	Attribute	Weighting
1	Statutory or Regulatory duty	10
2	CC Priorities	20
3	Cross-service Working	10
4	Impact on Council borrowing	25
5	Leverage Value	15
6	Flexibility and Scalability	10
7	Avoidance of risk to service delivery	10
	Total Score	100

Irrespective of scores, schemes can only be included in the County Council approved capital budget up to the point that funding is available taking into account limitations associated with different funding sources. For schemes with no funding source, a benchmark of 35 has been applied, being the score for a dummy project of simply re-paying debt. For funded schemes, this also provides a useful benchmark against which to ask the question as to whether the Council should be undertaking projects which do not, for example, fulfil the Council's objectives.

The outcome of the prioritisation process is shown in the Capital Strategy and Programme 2015-18 report elsewhere on this agenda.

New or significantly expanded schemes specifically relevant to this committee include:

- **Better Broadband project**

Additional funding for the project totals £18.400m for the budget period, with £17.400m from grant funding.

- **County Hall refurbishment project**

There are no proposed changes to this project.

Impact assessment – findings and suggested mitigation

19. When making decisions the Council must give due regard to the need to promote equality of opportunity and eliminate unlawful discrimination of people with protected characteristics. The Council's impact assessment process for 2015-16 budget proposals has sought to identify the potential for adverse impacts on protected groups and rural communities, so that decisions can be informed, and where appropriate, action can be taken to address any impacts identified.
20. The detailed findings of equality and rural assessments of the budget proposals 2015-16 are attached for the Committee's consideration at Appendix C. Details of all assessments for all committees are included in the appendix, to ensure the Committee can take the broadest possible broad view of potential impacts for Norfolk residents.
21. Where potential adverse impact has been identified, the assessment recommends an appropriate mitigating action/s for the Committee to consider and take into account in the decision-making process. These include, for example, actions that may affect the detail of how proposals will be implemented, how the changes will be communicated, and alternative or parallel services that could be delivered alongside the proposal.

Feedback from consultation

22. The findings of public consultation will be presented at the meeting, to enable members to take a considered view of all feedback from the public and stakeholders before determining the recommendations.

Summary of the public consultation process

23. The Council launched public consultation on the budget shortfall on 5 September 2014. As part of this process a dedicated website (see below) was established, to enable the public and stakeholders to give their views and stay updated on new developments. All saving proposals identified by committees were published on the website. This included information about the Council's efficiency proposals and early drafts of equality and rural assessments.
24. The public was encouraged to respond in a number of ways:
- Online using our consultation tool, Citizenspace
 - By email to a dedicated email address
 - On Twitter using #norfolkbudget
 - On Facebook using the NCC Facebook page
 - By phone via our Customer Service Centre
 - Through their local county councillor
 - By post by writing to us using a freepost address
25. Where particular groups of service users were likely to be affected by a proposal, the Council contacted them directly. For example, all current users of adult social care transport services were contacted in writing to outline the proposal relating to adult social care transport – around 4,000 people in total. The Council also ran a number of targeted consultation events to give potentially vulnerable service users and their carers a chance to ask questions and highlight how the proposals could affect them.
26. Every individual response the Council has received has been read in detail and analysed. The analysis identifies:
- Whether people agreed or disagreed with the proposal/s
 - The range of people's views on the proposal/s
 - Any repeated or consistently expressed views
 - The reasons people support or object to the proposal/s
 - The anticipated impact of proposals on people
27. The website address for the Council's budget consultation page is as follows:
www.norfolk.gov.uk/Council_and_democracy/Interact_with_us/Norfolks_budget_and_services_2015-18/index.htm
28. A full update will be provided at the meeting.

Implications and risks for Policy & Resources Services Committee budget planning for 2015-16

29. Shared Services often act as an enabler for savings to be made across the organisation and many of the savings proposals included within Appendix A reflect that. Budgets and resources are required to support change in other Services.

There remains a risk that the savings proposed will diminish the ability of Shared Services to support organisational changes.

Recommendations –

30. Policy & Resources Services Committee is recommended to:

- (1) Consider and agree the findings of public consultation.
- (2) Consider and agree the findings of equality and rural assessment, and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it
- (3) Agree a budget as set out in Appendix A and any associated risks and issues that will then form part of the Committee's wider consideration of the totality of the 2015-16 budget proposals to enable the Committee to recommend a sound, whole-Council budget to Full Council on 16 February 2015.

Evidence

31. The proposals in this report are informed by the Council's constitution, local government legislation, best practice recommendations for financial and strategic planning, and feedback from residents and stakeholders in the Council's two most recent budget consultations (the Big Conversation and Putting People First), as well as public consultation launched on 5 September 2014.

Financial Implications – the financial implications are detailed throughout this paper.

Officer Contact

If you have any questions about matters contained in this report or want to see copies of any assessments, e.g. equality impact assessment, 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 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Appendix 7

Budget Changes Forecast for 2015-18					
Policy and Resources Committee					
Savings Ref			2015-16 £m	2016-17 £m	2017-18 £m
1	Cash Limited Base Budget		- 258.820	- 253.115	- 205.674
2	GROWTH				
		Economic	0.755	0.769	0.784
		NCC Policy	-14.129	-0.200	1.450
		Legislative Requirements	1.637	4.838	4.230
	Total Growth		-11.737	5.407	6.464
3	SAVINGS				
	1a	Digital Transformation, Better Ways Of Working: Organisation	-4.144	-0.476	
	1b	Digital Transformation, Better Ways Of Working: Lean	-1.812	-0.924	
	1d	Digital Transformation, Better Ways Of Working: Terms and Conditions	- 0.457	-0.876	
	2a	Procurement, Commissioning. Procurement	-1.362	0.830	-0.135
	2b	Procurement, Commissioning. Shared Services			-2.000
	3a	Income generation, Trading. Sweat the assets	-5.502	-5.296	-3.000
	4a	Demand Management. Change Standards		-0.083	
	4c	Demand Management. Change Assumptions	7.786	2.000	
		Additional Savings	-0.405		
	Total Savings		-5.896	-4.825	-5.135
4	Base Adjustments		37.167	46.859	25.345
5	Cost Neutral Adjustments		-13.829	0.000	0.000
6	Cash Limited Base Budget		- 253.115	- 205.674	- 179.000
7	Definitions				
1a	Savings achieved through the restructuring of staff. E.g. a management restructure.				
1b	Savings achieved through better processes resulting in the same service delivered at a lower cost. E.g. reduction in systems cost or reducing training budget.				
1d	Savings achieved through review of staff terms & conditions.				

2a	Savings achieved through procuring more cost effective agreements with suppliers.
2b	Savings achieved through sharing services with other organisations
3a	Savings achieved through generating more from current processes. E.g. Income generation or reduced cost of borrowing.
4a	Savings which result in a reduced service for customers.
4c	Savings from the identification of factors that may reduce costs. E.g. reduced retirement costs for teachers.

Budget Changes Forecast for 2015-18 Policy and Resources Committee					
Con Ref	Savings Ref		2015-16 £m	2016-17 £m	2017-18 £m
		Cash Base Limited Budget	- 258.820	- 253.115	- 205.674
		GROWTH			
		Economic			
		Basic Inflation – Pay (1% for 15-18)	0.375	0.379	0.383
		Basic Inflation – Prices	0.380	0.390	0.401
		NCC Policy			
		Digital Norfolk Ambition	-3.000		
		Coroners funding capital	-0.107		
		One-off expenditure	-0.145		
		Additional provision for Willows Power and Recycling Centre	-8.000		
		Increase in general balances (one-off)	-3.000		
		Increase in general balances (2015-16 one-off)	0.200	-0.200	
		Reversal of 2014-15 injection into Norfolk Carers pressure	-0.127		
		Increase cost of borrowing			1.450
		Cross cutting saving unachievable	0.030		
		Armed forces covenant	0.020		
		Legislative Requirements			
		National single tier pension		3.300	
		Carbon energy reduction programme	0.126		
		Motor Liability Insurance	0.300		
		Pension revaluation - Independence Matters / Norse staff			1.392
		Pension revaluation - NCC staff	1.211	1.538	1.838
		Election May 2017			1.000
		Total Growth	-11.737	5.407	6.464
		SAVINGS			
NA	1a	Reduction in redundancy	-2.500		
01, 3a	1a	Restructure staff management in Procurement	-0.050		

08	1a	Reduce staff in the Corporate Programme Office	-0.100		
08	1a	Reduce staff in the HR Reward team	-0.018	-0.018	
08	1a	Restructure and reduce staff across HR	-0.296	-0.308	

Budget Changes Forecast for 2015-18 Policy and Resources Committee					
Con Ref	Savings Ref		2015-16 £m	2016-17 £m	2017-18 £m
10	1a	Restructure the Finance department to reflect a smaller council	-0.400		
01	1b	Reduce staff in Procurement by introducing automated document assembly	-0.050		
11	1b	Restructure the Planning, Performance & Partnerships service, creating a new Business Intelligence function	-0.188	-0.115	
08	1b	Reduce spend on properties with third parties	-0.200	-0.100	
08	1b	Property saving not delivered (2014-15) £0.150m of £0.300m	0.150		
09	1b	Reduce staff supporting organisational development and learning and development	-0.039		
10	1b	Reduce printed marketing materials		-0.054	
04	1d	Reducing the costs of employment	-0.440	-0.860	
04	1d	Reducing the cost of business travel	-0.017	-0.016	
02	2a	One-off ICT saving	0.010		
20	3a	Increase income from Nplaw	-0.058	-0.051	
08	3a	Office moves for some HR teams	-0.015		
NA	3a	County Hall refurbishment savings	-0.279	-0.751	
NA	3a	Cross cutting savings	0.194		
NA	3a	Reduced cost of borrowing	-0.103	-0.825	
NA	3a	New Homes Bonus	-0.910	-1.529	
NA	3a	Use of second homes money	-1.200	0.000	
01	4a	Continued efficiencies in tendering and contract management in Procurement		-0.083	
07	4c	One-off use of the Comms development reserve	0.122		
NA	4c	Use of organisational change reserves (one-off)	3.000		
NA	4c	Use of organisational change reserve (one-off)	1.000		
NA	4c	Use of Modern Reward Strategy reserve (one-off)	0.547		

NA	4c	Use of Icelandic Bank Reserve (one-off)	1.453		
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Budget Changes Forecast for 2015-18 Policy and Resources Committee					
Con Ref	Savings Ref		2015-16 £m	2016-17 £m	2017-18 £m
NA	4c	Interest receivable/payable - change to risk appetite (one-off)	4.164		
		Sub-total Savings from 2014-17 Budget Round	3.777	-4.710	0.000
NA	1a	Service review Communications	-0.060		
3b	1a	Accelerate "self service" for employees / managers - HR/Finance/ICT		-0.100	
3b	1a	Automate more information and performance reports		-0.050	
3a	1a	Further savings for review of shared services organisation	-0.600		
3a	1a	Reduce management hierarchies in Finance	-0.100		
3b	1a	Staff savings from new committee management system	-0.020		
1c	1b	Introduce a telephone expenses management system and rationalise phone lines and mobile phones	-0.050		
3d	1b	Reduce the Chairman's budget	-0.030		
3b	1b	Courier savings - enforce, bring forward, digitise HR process	-0.030	-0.030	
3f	1b	Review VAT payments made in recent years and seek to reclaim any overspend	-0.100		
3b	1b	Switch off colour printing for shared services staff	-0.020		
3b	1b	Further reductions in printing spend	-0.090		
1c	1b	Org Change: Reduced ICT spend through single device convergence		-0.625	
1d	1b	Reduce expenditure on external venues	-0.100		
3a	1b	Reduce number of interims and temps	-0.090		
1c	1b	Centralise control of software licences	-0.250		
NA	1b	Local Welfare Assistance Scheme saving	-0.725		
1c	2a	Pay per use ERP			-0.100

1c	2a	New Multi-Functional Devices contract 2016		-0.070	
1c	2a	Optimise car leasing and reduced mileage	-0.300		
1c	2a	Rationalise applications and centralise all applications spend		-0.100	
1a	2a	Corporate Banking project - move to Barclays			-0.035

Budget Changes Forecast for 2015-18 Policy and Resources Committee					
Con Ref	Savings Ref		2015-16 £m	2016-17 £m	2017-18 £m
NA	2a	External Audit Saving	-0.012		
NA	2a	Insurance (one off)	-1.000	1.000	
3a	2a	Rationalise procurement functions across the organisation	-0.060		
3c	2b	Org change: Collaborative working with others (shared services)			-2.000
3f	3a	Interest rate increases	-0.787	-0.990	
3f	3a	Section 31 Compensation for business rates initiatives	-1.194		
1d	3a	Reduce property costs through reducing area occupied and reducing cost per square metre	-1.000	-1.000	-3.000
2a	3a	Stop all trading that doesn't cover costs or bring in higher revenue		-0.050	
2a	3a	Increased income from advertising	-0.050		
2a	3a	Corporate approach to sponsorship & advertising		-0.100	
1b	3a	Increased rebate from the Eastern Shires Purchasing Organisation	-0.100		
NA	4c	County Farms funding (one-off)	-2.000	2.000	
NA	4c	County Farms funding (recurring)	-0.500		
		Sub-total newly identified Savings	-9.268	-0.115	-5.135
NA		Share of £1.7m additional savings 2015-16 (Resources)	-0.320		
NA		Share of £1.7m additional savings 2015-16 (Finance General)	-0.085		
		Total Savings	-5.896	-4.825	-5.135
		BASE ADJUSTMENTS			
		Funding reductions	39.846	42.000	26.900
		Section 31 Compensation for business rates initiatives	-0.173	2.052	
		Section 31 Compensation for business rates initiatives (additional to budget plans of £1.194m included in savings)	-0.412		
		Business Rate Multiplier (to be confirmed 31 January 2015)	-0.490		

		New Homes Bonus adjustment grant	-0.462	0.462	
		Social Fund (Local Assistance Scheme) Grant	2.275		
		Community Right to Challenge grant	0.009		
		Reduction to extended rights to free travel funding	0.116		

Budget Changes Forecast for 2015-18 Policy and Resources Committee					
Con Ref	Savings Ref		2015-16 £m	2016-17 £m	2017- 18 £m
		Council tax base increase		-1.326	-1.555
		Collection fund surplus increase		3.671	
		Council tax freeze grant	-3.542		
		Total Base Adjustments	37.167	46.859	25.345
		COST NEUTRAL ADJUSTMENTS			
		ICT - ELMS Systems Maintenance to ASC	-0.014		
		Comms - Carrow Road Reception Staff to Children's	-0.027		
		Democratic Services - NALC & Voluntary Norfolk to Adults	-0.107		
		Customer Services Communities to P&R	0.026		
		Comms - Division of Service Management - from P&R to Communities	-0.060		
		Depreciation	2.515		
		REFCUS	-20.230		
		Debt Management	-0.001		
		Centralise Office Accommodation budgets	4.096		
		Termination of leases Finance General to Fire	-0.055		
		Termination of leases Finance General to Libraries	-0.019		
		Car Park budgets from Departments	0.048		
		Total Cost Neutral Adjustments	-13.829	0.000	0.000
		Cash Limited Base Budget	-	-	-
			253.115	205.674	179.000

Norfolk County Council proposed capital programme 2015-18, total all schemes

Appendix B

	2015-16							2016-17							2017-18							TOTAL
	Supported Borrowing & Invest To Save	Deferred Borrowing	Unsupp-orted Borrowing	Capital Receipts	Revenue and Reserves	Grants and Cont'ns	TOTAL	Supported Borrowing & Invest To Save	Deferred Borrowing	Unsupp-orted Borrowing	Capital Receipts	Revenue and Reserves	Grants and Cont'ns	TOTAL	Supported Borrowing & Invest To Save	Deferred Borrowing	Unsupp-orted Borrowing	Capital Receipts	Revenue and Reserves	Grants and Cont'ns	TOTAL	
Department/Project	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Children's Services	1.694	0.857	0.000	0.000	1.277	74.277	78.105	0.805	0.875	0.000	0.000	0.000	31.770	33.450	0.000	0.000	0.000	0.000	0.000	1.800	1.800	113.355
A1 - Growth	1.076					23.000	24.076	0.605					16.138	16.743								40.819
A2 - Growth						0.100	0.100						0.100	0.100								0.200
A3 - Growth						22.073	22.073						3.000	3.000								25.073
A4 - Growth						4.028	4.028						0.926	0.926								4.954
B1 - Targeted need						9.476	9.476						0.410	0.410								9.886
B2 - Targeted need	0.283	0.615					0.898		0.875					0.875								1.773
B4 - Targeted need		0.242				0.683	0.925															0.925
C1 - condition	0.012					1.752	1.764						2.500	2.500								4.264
C2 - condition	0.145					3.227	3.372						1.600	1.600								4.972
C3 - condition	0.130						0.130	0.200						0.200								0.330
D - Other schemes	0.048					4.962	5.010						1.382	1.382								6.392
New Basic Need schemes, subject to funding confirmation						3.476	3.476						4.724	4.724						1.800	1.800	10.000
Temporary Classrooms						1.500	1.500						1.000	1.000								2.500
Bryggen Road, subject to confirmation					1.277		1.277						(0.010)	(0.010)								1.267
Adult Social Care	0.000	0.252	0.102	0.000	0.090	7.807	8.251	0.013	0.000	0.000	0.000	0.000	2.000	2.013	0.000	0.000	0.000	0.000	0.000	2.000	2.000	12.264
Adult Care - Unallocated Capital Grant			0.083		0.090	4.542	4.715															4.715
LPSA Domestic Violence						0.092	0.092															0.092
Failure of kitchen appliances			0.015				0.015															0.015
Adult Social Care IT Infrastructure			0.004				0.004	0.013						0.013								0.017
Prospect Housing - formerly Honey Pot Farm						0.320	0.320															0.320
Great Yarmouth Dementia Day Care						0.150	0.150															0.150
Strong and Well Parnership - Contribution to Capital Programme		0.252					0.252															0.252
Bishops Court - King's Lynn						0.150	0.150															0.150
Supported Living for people with Learning Difficulties						0.009	0.009															0.009
Redevelopment of Attleborough Enterprise Centre						0.014	0.014															0.014
Young Peoples Scheme - East						0.200	0.200															0.200
DoH - Extra Care Housing Fund (Learning Difficulties)						0.003	0.003															0.003
Unallocated Better Care Fund Grant						2.327	2.327						2.000	2.000						2.000	2.000	6.327
Community & Environmental Services	13.064	0.000	0.418	5.500	4.150	71.846	94.978	19.236	0.000	0.000	3.000	0.000	103.091	125.327	9.741	0.000	0.000	9.340	0.000	25.459	44.540	264.845
Highways Capital Improvements						20.527	20.527						28.810	28.810								49.337
Structural Maintenance						30.428	30.428						28.981	28.981						25.459	25.459	84.868
NDR & Postwick Hub	3.150			5.500		19.000	27.650	17.000			3.000		43.500	63.500	8.315			9.340			17.655	108.805
Norfolk Energy Futures Ltd	7.250						7.250															7.250
Closed Landfill Sites-Capping & Restoration			0.100				0.100															0.100
Scottow Enterprise Park (Indicative)	2.664						2.664	2.236						2.236	1.426						1.426	6.326
Real Fire Training Unit est 14-15			0.093				0.093															0.093
Other Fire Station improvements			0.033			0.050	0.083															0.083
New Fire Station - Boat Store & Enhanced			0.153				0.153															0.153
Flood Rescue Grant - Defra						0.096	0.096															0.096
Defra East Coast Flood Rescue 3 counties						0.005	0.005															0.005
Portable generators & wiring			0.040			0.220	0.259															0.259
Downham Market replacement appliance					0.150		0.150															0.150
Command & Control vehicles and ICT						0.306	0.306															0.306
Compact Fire Appliances (CLG bid) est 14-15													0.900	0.900								0.900
Unallocated capital grant (est 2014-15)						0.314	0.314															0.314
Street Lighting Technology Improvements					4.000		4.000															4.000
Gressenhall Voices From The Workhouse						0.900	0.900						0.900	0.900								1.800
Resources	14.209	0.000	0.000	0.000	0.155	1.953	16.317	0.333	0.000	0.000	0.000	0.000	5.167	5.500	0.667	0.000	0.000	0.000	0.000	10.933	11.600	33.417
Better Broadband	14.209					1.953	16.162	0.333					5.167	5.500	0.667					10.933	11.600	33.262
Coroners Tables					0.155		0.155															0.155
Finance	9.530	1.045	0.577	1.700	0.000	0.000	12.852	0.000	0.000	0.000	1.600	0.000	0.000	1.600	0.000	0.000	0.000	0.600	0.000	0.000	0.600	15.052
County Hall Refurbishment	7.770						7.770															7.770
County Hall Refurbishment (Workstyle elements)	1.760						1.760															1.760
Great Yarmouth Property Rationalisation		1.045					1.045															1.045
Asbestos Survey & Removal Prog (Chief Exec)			0.185	1.100			1.285				1.000			1.000								2.285
Alterations to Offices to Comply with Disability Discrimination Act			0.230				0.230															0.230
Fire Safety Requirements			0.049				0.049															0.049
Corporate Minor Works			0.113				0.113															0.113
County Farms				0.600			0.600				0.600			0.600				0.600			0.600	1.800
TOTAL	38.497	2.154	1.098	7.200	5.671	155.883	210.503	20.387	0.875	0.000	4.600	0.000	142.028	167.890	10.408	0.000	0.000	9.940	0.000	40.192	60.540	438.933

Norfolk County Council proposed capital programme 2015-18, existing schemes

AppendixB

	2015-16							2016-17							2017-18							TOTAL
	Supported Borrowing & Invest To Save	Deferred Borrowing	Unsup- ported Borrowing	Capital Receipts	Revenue and Reserves	Grants and Cont'ns	TOTAL	Supported Borrowing & Invest To Save	Deferred Borrowing	Unsup- ported Borrowing	Capital Receipts	Revenue and Reserves	Grants and Cont'ns	TOTAL	Supported Borrowing & Invest To Save	Deferred Borrowing	Unsup- ported Borrowing	Capital Receipts	Revenue and Reserves	Grants and Cont'ns	TOTAL	
Department/Project	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Children's Services	1.694	0.857	0.000	0.000	0.000	68.301	70.852	0.805	0.875	0.000	0.000	0.000	26.056	27.736	0.000	0.000	0.000	0.000	0.000	0.000	0.000	98.588
A1 - Growth	1.076					23.000	24.076	0.605					16.138	16.743								40.819
A2 - Growth						0.100	0.100						0.100	0.100								0.200
A3 - Growth						22.073	22.073						3.000	3.000								25.073
A4 - Growth						4.028	4.028						0.926	0.926								4.954
B1 - Targeted need						9.476	9.476						0.410	0.410								9.886
B2 - Targeted need	0.283	0.615					0.898		0.875					0.875								1.773
B4 - Targeted need		0.242				0.683	0.925															0.925
C1 - condition	0.012					1.752	1.764						2.500	2.500								4.264
C2 - condition	0.145					2.227	2.372						1.600	1.600								3.972
C3 - condition	0.130						0.130	0.200						0.200								0.330
D - Other schemes	0.048					4.962	5.010						1.382	1.382								6.392
Adult Social Care	0.000	0.252	0.102	0.000	0.090	5.480	5.924	0.013	0.000	0.000	0.000	0.000	0.000	0.013	0.000	0.000	0.000	0.000	0.000	0.000	0.000	5.937
Adult Care - Unallocated Capital Grant			0.083		0.090	4.542	4.715															4.715
LPSA Domestic Violence						0.092	0.092															0.092
Failure of kitchen appliances			0.015				0.015															0.015
Adult Social Care IT Infrastructure			0.004				0.004	0.013						0.013								0.017
Prospect Housing - formerly Honey Pot Farm						0.320	0.320															0.320
Great Yarmouth Dementia Day Care						0.150	0.150															0.150
Strong and Well Partnership - Contribution to Capital Programme		0.252					0.252															0.252
Bishops Court - King's Lynn						0.150	0.150															0.150
Supported Living for people with Learning Difficulties						0.009	0.009															0.009
Redevelopment of Attleborough Enterprise Centre						0.014	0.014															0.014
Young Peoples Scheme - East						0.200	0.200															0.200
DoH - Extra Care Housing Fund (Learning Difficulties)						0.003	0.003															0.003
Community & Environmental Services	10.795	0.000	0.418	5.500	0.150	51.713	68.576	17.000	0.000	0.000	3.000	0.000	44.400	64.400	0.000	0.000	0.000	0.000	0.000	0.000	0.000	132.976
Highways Capital Improvements						4.962	4.962															4.962
Structural Maintenance						26.760	26.760															26.760
NDR & Postwick Hub	3.150			5.500		19.000	27.650	17.000			3.000		43.500	63.500								91.150
Norfolk Energy Futures Ltd	7.250						7.250															7.250
Closed Landfill Sites-Capping & Restoration			0.100				0.100															0.100
Scottow Enterprise Park (Indicative)	0.395						0.395															0.395
Real Fire Training Unit est 14-15			0.093				0.093															0.093
Other Fire Station improvements			0.033			0.050	0.083															0.083
New Fire Station - Boat Store & Enhanced			0.153				0.153															0.153
Flood Rescue Grant - Defra						0.096	0.096															0.096
Defra East Coast Flood Rescue 3 counties						0.005	0.005															0.005
Portable generators & wiring			0.040			0.220	0.259															0.259
Downham Market replacement appliance					0.150		0.150															0.150
Command & Control vehicles and ICT						0.306	0.306															0.306
Compact Fire Appliances (CLG bid) est 14-15													0.900	0.900								0.900
Unallocated capital grant (est 2014-15)						0.314	0.314															0.314
Resources	14.209	0.000	0.000	0.000	0.155	0.653	15.017	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	15.017
Better Broadband	14.209					0.653	14.862															14.862
Coroners Tables					0.155		0.155															0.155
Finance	9.530	1.045	0.577	0.000	0.000	0.000	11.152	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	11.152
County Hall Refurbishment	7.770						7.770															7.770
County Hall Refurbishment (Workstyle elements)	1.760						1.760															1.760
Great Yarmouth Property Rationalisation		1.045					1.045															1.045
Asbestos Survey & Removal Prog (Chief Exec)			0.185				0.185															0.185
Alterations to Offices to Comply with Disability Discrimination Act			0.230				0.230															0.230
Fire Safety Requirements			0.049				0.049															0.049
Corporate Minor Works			0.113				0.113															0.113
County Farms																						
TOTAL	36.228	2.154	1.098	5.500	0.394	126.147	171.521	17.818	0.875	0.000	3.000	0.000	70.456	92.149	0.000	0.000	0.000	0.000	0.000	0.000	0.000	263.670

Norfolk County Council proposed capital programme 2015-18, new schemes

Appendix B

	2015-16							2016-17							2017-18							TOTAL
	Supported Borrowing & Invest To Save	Deferred Borrowing	Unsup- ported Borrowing	Capital Receipts	Revenue and Reserves	Grants and Cont'ns	TOTAL	Supported Borrowing & Invest To Save	Deferred Borrowing	Unsup- ported Borrowing	Capital Receipts	Revenue and Reserves	Grants and Cont'ns	TOTAL	Supported Borrowing & Invest To Save	Deferred Borrowing	Unsup- ported Borrowing	Capital Receipts	Revenue and Reserves	Grants and Cont'ns	TOTAL	
Department/Project	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Children's Services	0.000	0.000	0.000	0.000	1.277	5.976	7.253	0.000	0.000	0.000	0.000	0.000	5.714	5.714	0.000	0.000	0.000	0.000	0.000	1.800	1.800	14.767
A1 - Growth																						
A2 - Growth																						
A3 - Growth																						
A4 - Growth																						
B1 - Targeted need																						
B2 - Targeted need																						
B4 - Targeted need																						
C1 - condition																						
C2 - condition						1.000	1.000															1.000
C3 - condition																						
D - Other schemes																						
New Basic Need schemes, subject to funding confirmation						3.476	3.476						4.724	4.724						1.800	1.800	10.000
Temporary Classrooms						1.500	1.500						1.000	1.000								2.500
Bryggen Road, subject to DFE approval (Funding in addition to £1.633m in current programme)					1.277		1.277						(0.010)	(0.010)								1.267
Adult Social Care	0.000	0.000	0.000	0.000	0.000	2.327	2.327	0.000	0.000	0.000	0.000	0.000	2.000	2.000	0.000	0.000	0.000	0.000	0.000	2.000	2.000	6.327
Adult Care - Unallocated Capital Grant																						
LPSA Domestic Violence																						
Failure of kitchen appliances																						
Adult Social Care IT Infrastructure																						
Prospect Housing - formerly Honey Pot Farm																						
Great Yarmouth Dementia Day Care																						
Strong and Well Partnership - Contribution to Capital Programme																						
Bishops Court - King's Lynn																						
Supported Living for people with Learning Difficulties																						
Redevelopment of Attleborough Enterprise Centre																						
Young Peoples Scheme - East																						
DoH - Extra Care Housing Fund (Learning Difficulties)																						
Unallocated Better Care Fund Grant						2.327	2.327						2.000	2.000						2.000	2.000	6.327
Community & Environmental Services	2.269	0.000	0.000	0.000	4.000	20.133	26.402	2.236	0.000	0.000	0.000	0.000	58.691	60.927	9.741	0.000	0.000	9.340	0.000	25.459	44.540	131.869
Highways Capital Improvements						15.565	15.565						28.810	28.810						25.459	25.459	44.375
Structural Maintenance						3.668	3.668						28.981	28.981								58.108
NDR & Postwick Hub															8.315			9.340			17.655	17.655
Norfolk Energy Futures Ltd																						
Closed Landfill Sites-Capping & Restoration																						
Scottow Enterprise Park (Indicative)	2.269						2.269	2.236						2.236	1.426						1.426	5.931
Real Fire Training Unit est 14-15																						
Other Fire Station improvements																						
New Fire Station - Boat Store & Enhanced																						
Flood Rescue Grant - Defra																						
Defra East Coast Flood Rescue 3 counties																						
Portable generators & wiring																						
Downham Market replacement appliance																						
Command & Control vehicles and ICT																						
Compact Fire Appliances (CLG bid) est 14-15																						
Unallocated capital grant (est 2014-15)																						
Street Lighting Technology Improvements					4.000		4.000															4.000
Gressenhall Voices From The Workhouse						0.900	0.900						0.900	0.900								1.800
Resources	0.000	0.000	0.000	0.000	0.000	1.300	1.300	0.333	0.000	0.000	0.000	0.000	5.167	5.500	0.667	0.000	0.000	0.000	0.000	10.933	11.600	18.400
Better Broadband						1.300	1.300	0.333					5.167	5.500	0.667					10.933	11.600	18.400
Coroners Tables																						
Finance	0.000	0.000	0.000	1.700	0.000	0.000	1.700	0.000	0.000	0.000	1.600	0.000	0.000	1.600	0.000	0.000	0.000	0.600	0.000	0.000	0.600	3.900
County Hall Refurbishment																						
County Hall Refurbishment (Workstyle elements)																						
Great Yarmouth Property Rationalisation																						
Asbestos Survey & Removal Prog (Chief Exec)				1.100			1.100				1.000			1.000								2.100
Alterations to Offices to Comply with Disability Discrimination Act																						
Fire Safety Requirements																						
Corporate Minor Works																						
County Farms				0.600			0.600				0.600			0.600				0.600			0.600	1.800
TOTAL	2.269	0.000	0.000	1.700	5.277	29.736	38.982	2.569	0.000	0.000	1.600	0.000	71.572	75.741	10.408	0.000	0.000	9.940	0.000	40.192	60.540	175.263



Norfolk County Council's Budget Proposals 2015/16

Equality impact assessments of the proposals



If you need this document in large print, audio, Braille, alternative format or in a different language please contact Neil Howard on 0344 800 8020 or 0344 800 8011 (Textphone).

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Norfolk County Council
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Contents

Page

1. Introduction

- About equality impact assessments
- The purpose of assessments
- How we equality assess the proposals
- Key findings so far

2. The equality assessments

- Charging for parking at Gressenhall Farm and Workhouse **5**
- One-off sale of antiquarian library stock **7**
- Charge people to visit the Ancient House Museum in Thetford in the winter **8**
- Reduce library staff **10**
- Reduce the Norfolk County Council Arts budget **12**
- Remove subsidy we give to schools for community groups using their facilities **17**
- Reduce the amount we spend on transport for people who use Adult Social Care services **20**
- Reduce highway maintenance **27**

Introduction

1. This report summarises the early findings of Norfolk County Council's equality assessments of the budget proposals for 2015/16. It also sets out the legal framework for equality assessments, and explains what will happen between November 2014 and 16 February 2015, when Full Council will meet to agree the County Council's budget for 2015/16.

About equality assessments

2. Under the Equality Act 2010, the County Council and other public bodies must pay due regard to the 'equality duty' when planning, changing or commissioning services:
 - Advancing equality of opportunity for people with 'protected characteristics'ⁱ
 - Eliminating discrimination, harassment, victimisation and other prohibited conductⁱⁱ
 - Fostering good community relationsⁱⁱⁱ.
3. It is up to public bodies how they implement the duty. However they must be able to provide evidence that full consideration was given to the duty before a decision is made. Equality assessments are an effective way of demonstrating this.

The purpose of an equality assessment

4. The purpose of an equality impact assessment is to identify any potential negative impact a proposal or service change may have on people with protected characteristics. This enables decision-makers to take this into account when making decisions and find ways to avoid or mitigate any negative impact.
5. It will not always be possible to adopt the course of action that will best promote equality. However, equality assessments enable informed decisions to be made, that take into account every opportunity to minimise disadvantage.

How the Council assesses the equality impact of the budget proposals

6. The assessments comprise the following key steps:
 - Public consultation on the proposals is launched – making sure that residents and service users can highlight issues that must be taken into account.
 - We gather evidence on each of the proposals – looking at the service users who might be affected, the findings of related equality assessments and public consultation that has taken place (such as the Council's 'Big Conversation' and 'Putting People First' strategy) and relevant data and research.
 - We publish the draft assessments on the Council's budget consultation webpages, to enable members of the public and local groups to consider them and give feedback.
 - When the Council's public consultation on the budget proposals for 2015/16 draws to a close (19 December 2014), we analysis the results. We make sure that any equality impacts highlighted by residents inform the final assessments
 - We publish the final equality assessments on the Council's budget consultation webpages.
 - Committees consider the assessments during the January 2014 round of committee meetings as part of their budget papers.
 - Full Council considers the findings of equality assessments (along with other important information, such as rural impact assessments) before meeting on 16 February 2015 to agree the Council's budget for 2015/16.

Key findings of the equality assessments

Overall, our assessment shows that two of the Council's budget proposals (reduce the amount the Council spends on transport for people who use adult social care services and reduce arts grant

funding) may have a detrimental impact on disabled and older people, and some other marginalised groups:

- The proposal to reduce the amount the Council spends on transport for people who use adult social care services may make life more difficult for some disabled and older people in Norfolk. It could limit people's choices and impact on their independence, particularly if they live in a rural community where alternative travel options are limited and costly. This may result in poorer outcomes for some people, including declining quality of life. People in receipt of a personal budget will be affected by this proposal, and as a result they may experience a reduction in their material wellbeing.
- The proposal to reduce funding for the arts may also have an impact on potentially vulnerable people – such as disabled and older people, people with learning difficulties and people from marginalised communities. This is because people from these groups are particularly targeted by organisations receiving arts grant funding.

The full findings of equality and rural assessments are set out on the following pages. Where potential adverse impact has been identified, the assessment recommends an appropriate mitigating action/s for the Committee to consider as part of the decision-making process. These include, for example, actions that may affect the detail of how proposals will be implemented, how the changes will be communicated, and alternative or parallel services that could be delivered alongside the proposal.

Human rights implications

10. Public authorities in the UK are required to act compatibly with the Human Rights Act 1998. There are limited human rights issues arising from the proposals, but any specific issues are addressed in the individual impact assessments.

Equality impact assessment

Title of proposal:	Charging for parking at Gressenhall Farm and Workhouse
Aims of proposal:	Proposal to start charging for car parking at Gressenhall Farm and Workhouse from 1 April 2015.
Directorate:	Community Services
Lead Officer (author of the proposal):	Jo Richardson/Neil Howard
Names of other officers/partners involved:	Jennifer Holland, Jo Warr, Steve Miller

Analysis of proposal & potential impact

Overview – more about the proposal

1. We are proposing to start charging for car parking at Gressenhall Farm and Workhouse from 1 April 2015. We would not charge Norfolk Museums Pass holders or Friends of Gressenhall for parking. Blue Badge Holders will still be able to park for free.
2. Based on our current forecasts and visitor numbers, if we were to charge £1 - £2 per car to park for the whole day/visit, we think we could save £15,000 in 2015-16.
3. We would collect this charge by using pay and display machines, or car parking attendants on special event days. If we do introduce parking charges we would need to pay a one-off cost of £10,000 for the car-parking 'pay and display' machines. This cost would be removed in 2016-17. This means that the net saving is £5,000 in 2015-16 and £10,000 in 2016-17.
4. During 2013 – 2014 Gressenhall had 65,000 visitors. If the proposal goes ahead, it is estimated that the number of visitors will stay at 65,000
5. Currently visitors do not have to pay to park when they visit Gressenhall Farm and Workhouse. However, many similar museums and visitor attractions in Norfolk and elsewhere in the UK do charge visitors and other users of their car parks. The proposal would therefore bring Gressenhall in line with other such attractions.

More about Norfolk's Museum's Service

6. Our museums service runs ten museums as well as a schools service delivered to over 40,000 children a year and work with hard-to-reach groups across Norfolk.

Current 2014 ticket prices to visit the museum are:

- Adult: £9.90
- Concession £8.60 (For visitors with disabilities, unwaged, over 65s or those in full time education)
- Young People (4-18): £6.50
- Family ticket (1 adult + all children) £20.00
- Family ticket (2 adults + all children) £29.00
- Free admission for Norfolk Museums Pass holders, Friends of Gressenhall, and children under 4.
- Visitors with disabilities may bring one companion in free.
- Discounts for groups.

- We currently also offer free admission to the Museum Shop and Mardlers' Rest Café on all non-event days.

Analysis – potential impacts

7. At this stage, no significant detrimental or disproportionate impact on people with protected characteristics is identified.
8. If the proposal goes ahead, Blue Badge Holders will still be able to park for free. This is something that disabled people have welcomed in consultation and an acknowledgement of the fact that disabled people tend to fall into lower income groups compared to other people.
9. It should be noted however that disabled residents have told us that due to changes in the eligibility criteria for Blue Badges, there is a rise in the number of people with mobility difficulties who are now unable to obtain a Blue Badge. This may be an issue to take into account in the final decision about this proposal.
10. If the proposal goes ahead, it will be important to ensure that the pay machine procured and its location within the car park is fully accessible.

Action to address any negative impact

	Action/s	Lead	Date
1.	Consideration to be given to the type and location of Pay Machine procured to ensure accessibility	Steve Miller	

List of evidence used to conduct analysis

- Relevant **legislation**: Equality Act 2010 and Public Sector Equality Duty; Human Rights Act 1998
- The findings of **public consultation** (note: this is ongoing and the Council will update this assessment with the findings of consultation following 19 December 2014).
- Museums attendance figures

Equality impact assessment form

Title of proposal:	One-off sale of antiquarian library stock
Aims of proposal:	To generate an estimated £100,000 in 2015/16 and 2016/17.
Directorate:	Community Services
Lead Officer (author of the proposal):	Jo Richardson/Neil Howard
Names of other officers/partners involved:	Jennifer Holland, Janet Holden

Analysis of proposal & potential impact

1. We currently own some old and rare books that are in safe storage. We do not lend these books out to people as they are either too valuable or simply 'of their time'. The books are not about Norfolk or by Norfolk authors and do not relate to Norfolk's local history or culture so they are not of value to the service nor to the Norfolk Record Office. As the books are only of specialist interest it is unlikely that we would ever display them. They may however be of interest to collectors of old and unusual editions.
2. We propose to sell a selection of these books at auction. Although we have not yet had them valued by specialist auctioneers we estimate that selling some, with appropriate advice, could raise £100,000 in 2015/16 and 2016/17.
3. At this stage, no significant detrimental or disproportionate impact on people with protected characteristics is identified.
4. The only potential equality implication arising from this proposal might be if any of the books were of particular value to a minority community in Norfolk, for example, relating to the community's culture, history or identity. However, we know this not to be the case.

Action to address any negative impact

N/A

Equality impact assessment

Title of proposal:	Charge people to visit the Ancient House Museum in Thetford in the winter
Aims of proposal:	To raise additional funds by charging people to visit during winter months
Directorate:	Community Services
Lead Officer (author of the proposal):	Jo Richardson/Neil Howard
Names of other officers/partners involved:	Jennifer Holland, Jo Warr, Steve Miller

Analysis of proposal & potential impact

Overview – more about the proposal

1. People can currently visit the Ancient House Museum in Thetford for free between October and March. The Museum previously charged for admission during this period but stopped charging in 2006 to help the museum grow its visitor numbers. We propose to raise an additional £3,000 in 2015-16 by charging people to visit during these winter months. This estimate is based on our current admission charges and visitor forecasts. The attendance for Ancient House Museum this year is estimated at 8,600 visitors.
2. If this proposal goes ahead we would start charging people in October 2015. Norfolk schools and other key groups including our Teenage History Club will still be able to visit for free. We would also continue to open Ancient House Museum free of charge during the year as part of national events including Museums at Night and Heritage Open Days.
3. Here are our current charges for visiting the Ancient House Museum between April and September. If the proposal goes ahead these charges would apply all year round:
 - Adult: £3.95
 - Concession: £3.40 (Visitors with disabilities, unwaged, over 65s or in full-time education)
 - Child (4-16): £2.30
 - Family Ticket (1 Adult + all your children): £6.50
 - Family Ticket (2 Adults + all your children): £10.00
 - Pop in for a £1: One hour tickets available every day 1 hour before closing time.
 - Free admission: Museum Pass holders, Friends of Ancient House Museum, Children's University members and under 4s, Norfolk schoolchildren.

Analysis – potential impacts

4. At this stage, no significant detrimental or disproportionate impact on people with protected characteristics is identified.
5. Ancient House Museum in Thetford currently operates a concessionary rate for disabled and older people, which is an acknowledgement of the fact that disabled and older people tend to fall into lower income groups compared to other people. This concession would still apply to people charged admission in the winter months. The museum would also continue to offer some days of free entry, for example as part of the national Museums at Night event and Heritage Open Days. This would enable disabled people and other people on low incomes who might not otherwise be able to afford the entry fee to continue to visit the museum.

Action to address any negative impact

No Action Required

List of evidence used to conduct analysis

- Relevant **legislation**: Equality Act 2010 and Public Sector Equality Duty; Human Rights Act 1998
- The findings of **public consultation** (note: this is ongoing and the Council will update this assessment with the findings of consultation following 19 December 2014).

Equality impact assessment

Title of proposal:	Reduce library staff
Aims of proposal:	We need to make further savings of £80k in 2015/16, and we propose to do this through reducing library staff.
Directorate:	Community Services
Lead Officer (author of the proposal):	Jo Richardson/Neil Howard
Names of other officers/partners involved:	Jennifer Holland, Jan Holden

Analysis of proposal & potential impact

Overview – the proposal in detail

1. Norfolk has 47 libraries and nine mobile libraries. Library staff offer a wide range of advice and support to library users; they help people choose books, find information, learn internet skills, join reading groups and other activities, locate research materials in the library or through interlibrary loans, train volunteers, and create a safe and welcoming environment.
2. As part of our Putting People First strategy, we consulted on proposals to change the way we staff libraries. This has meant that some libraries now share managers and we have reduced the number of staff on duty.
3. We need to make further savings of £80k in 2015/16, and we propose to do this through reducing library staff. Both staff based in libraries and those working on outreach projects may be affected.
4. If our proposal goes ahead, most library users will not be affected. It would not affect opening hours of libraries or mobile libraries. We propose to re-organise staff and reduce staffing on outreach projects. It could mean that there will be fewer staff on duty in some of our libraries, and fewer staff able to work on outreach projects.

Analysis – potential impact

5. At this stage, no significant detrimental or disproportionate impact on people with protected characteristics is identified.
6. The proposal is clear that most library users will not be affected. Members of the public will still have access to libraries in the normal way, although there may be fewer staff to work on outreach projects.
7. If the proposal goes ahead, the amount of work undertaken via activities such as outreach may have to be more focused in the future to ensure the service has the capacity to support such activity. Libraries will use the resources they have available to make sure that staff with the right skills are in the right place to help people whenever possible, to minimise any impact on outreach work and people who particularly need support and help to use the library.

Action to address any negative impact

	Action/s	Lead	Date
1.	Libraries to continue to use the resources they have available to make sure that staff with the right skills are in the right place to help people whenever possible, to minimise any impact on outreach work and people who particularly need support and help to use the library.	Jennifer Holland	

List of evidence used to conduct analysis

- Relevant **legislation**: Equality Act 2010 and Public Sector Equality Duty; Human Rights Act 1998
- The findings of **public consultation** (note: this is ongoing and the Council will update this assessment with the findings of consultation following 19 December 2014).

Equality impact assessment

Title of proposal:	Reduce the Norfolk County Council Arts budget by £150,000 in 2015/16. This will be through a combination of further cuts to the grants programme, and reductions in the other activities of the service.
Aims of proposal:	To reduce the arts budget by £150,000 in 2015/16, to make savings of £150,000 in 2015/16.
Directorate:	
Lead Officer (author of the proposal):	
Names of other officers/partners involved:	Jennifer Holland, Steve Miller, Laura Cole

Analysis of proposal & potential impact

Overview – about the proposal

1. Last year we reduced our arts grants budget by £92,250. However, we now need to make further savings, reducing our arts budget by a further £150,000. This will be through a combination of further cuts to the grants programme, and reductions in the other activities of the service.

More information about the proposal

2. Arts organisations provide countywide cultural activities that are accessible to residents and visitors alike, and which help to raise the profile of Norfolk as a leading cultural destination to visit and invest in. In 2012 almost 3.4 million tourists and visitors came to Norfolk and in 2013/14, organisations funded by our arts grant budget of £250,480 ran 3,820 events which engaged a total audience of 683,752 people - around three-quarters of the county's population. This helped to raise the profile of Norfolk and Norwich locally, nationally and internationally.
3. The Arts make a significant contribution to the local economy. In 2013/14 grant awards of **£250,480** by Norfolk County Council to **19** arts organisations helped to bring in an extra £5,710,382 of external funding, which contributed to an overall income of just over **£22 million**.
4. Additional support from the Council's Arts Project Fund of £20,000 helped 73 small organisations secure match funding of £339,283 from Arts Council England and alternative funders.
5. A recent study by the Local Government Association estimated that for every £1 spent by councils on the arts, leverage from grant aid and partnership working brings up to £4 in additional funding to the area.^{iv}

Who the proposal is most likely to affect

6. This proposal will affect arts organisations who receive arts grants from Norfolk County Council, and the groups and communities they work with, many of whom (34% of the total audience figure - see paragraph 10 below) are from potentially vulnerable or disadvantaged backgrounds^v. For example:
 - The Garage in Norwich focuses the majority of its activity on vulnerable and hard to reach young people, including looked after children and minority groups.
 - Creative Arts East is leading a three-year Arts and Wellbeing partnership programme, which focuses on older people with dementia or at risk of developing dementia and young people, including care leavers and those in transition from Children's Services to Adult Social Care.
7. In 2013/14, the Arts Grant Budget funded organisations provided 418 jobs. It also provided volunteering opportunities for large numbers of people and placements for creative interns and apprenticeships.

What would happen in practice if the proposal goes ahead

8. If we reduce the Arts Grant Budget this could mean:
 - Residents and visitors, including residents and visitors from potentially vulnerable or disadvantaged groups, could have fewer opportunities to participate in arts events.
 - Some arts organisations may find it difficult to get further funding from national funding bodies (e.g. Arts Council England). This is because funding via the Arts Grants budget is a means of enabling organisations to access a wide range of external funding, including public funding such as the lottery, Arts Council England (ACE), and trusts and foundations. Almost all such funds require local authority match-funding and support. Some key sources of arts funding will only give grants if there is support from the local council^{vi}
 - Some larger organisations may not be able to continue their outreach work with other groups.
 - Norfolk will not be able to compete as successfully for arts funding against other parts of the country.

Looking closely at the profile of service users who may be affected

9. In 2013/14, the 19 arts organisations that received Arts Grants worked with an estimated total of 237,112 people from potentially vulnerable or disadvantaged groups as participants, volunteers, audience members, artists and performers. This includes:
 - 226,790 members of the audience
 - 8,862 participants and volunteers
 - 1,460 artists and performers
10. This figure of 237,112 represents **34%** of the total audience figure of 683,752 for 2013/14.
11. A more detailed breakdown is as follows:
 - 99,784 Older People
 - 37,508 Rurally Isolated people
 - 33,059 People with Physical Disabilities & Sensory Impairment
 - 24,367 Children under 5

- 14,416 People with Mental Health issues
- 8,280 Young people at risk in low income/deprived circumstances
- 7,276 People with Learning Difficulties
- 7,337 Young carers
- 1,540 Refugees/people from migrant communities
- 989 People Not in Education, Employment or Training (NEET & PreNEET)
- 771 Looked After Children
- 815 Individual young people with rural and/or socio/economic deprivation
- 510 Young people in challenging circumstances
- 352 People from Black and Minority Ethnic (BAME) groups
- 75 People from traveller communities
- 30 Young mothers and referral families
- 3 School refusers.

Analysis – potential impacts

- Current data, detailed above, shows that Arts organisations in Norfolk play a key role in delivering outward facing programmes to engage potentially vulnerable and disadvantaged residents in the Arts and promote equality of access. A significant proportion of the Arts Grant Budget – 34% - currently benefits a large number of residents from potentially vulnerable and disadvantaged groups, including disabled and older people, people with learning difficulties, young people and BAME people.
- Reducing the Arts Grant Budget may reduce opportunities for residents from potentially vulnerable and disadvantaged backgrounds to participate in the arts in Norfolk. This is a significant impact, for a number of reasons. Firstly, evidence suggests that people from these groups are already at risk of social exclusion and isolation, and less likely to participate in the Arts than other people. In addition, they may face a range of barriers to participation – for example, they may be on a lower income and have reduced access to transport and the built environment.
- It is also important to consider the potential impact in a broader context. Research shows that people from disadvantaged groups face inequalities in a range of areas – for example education, employment, health and civic engagement^{vii}. The Arts are evidenced to make an important contribution to people's outcomes in these areas. For example, the Department for Culture Media and Sport has found a range of social impacts are significantly associated with both culture and sport engagement, such as:^{viii}
 - 'Health impacts: Those engaging with the arts as an audience member were 5.4% more likely to report good health.
 - Education impacts: Participants in arts are 14.1% more likely to report an intention to go on to further education.
 - Economic productivity related impacts: Unemployed people who engage with the arts as an audience member were 12% more likely to have looked for a job in the last four weeks when compared with unemployed people who had not engaged with the arts.
 - Civic participation impacts: People who engage with the arts as an audience member are 6% more likely to have volunteered frequently (once a fortnight or more). Those who engage with the arts as an audience member are also gave £50 per person more in charitable donations over the last year.'
 - Another key area that benefits from arts and culture is wellbeing: 'Experiencing arts and culture has demonstrable impacts on wellbeing both directly and indirectly (e.g. through improved physical health). This is particularly of participatory (as opposed to purely spectator) activities.'^{ix}

15. Additionally, arts and culture engagement have been linked directly with better subjective wellbeing:
- Various studies show a link between engagement with the arts and higher life satisfaction, controlling for other factors such as income and health. Survey and anecdotal evidence also supports the idea that engagement with the arts is good for wellbeing.
 - Participatory arts such as dance and crafts appear to be somewhat more beneficial than audience arts such as theatre.
 - Arts programmes have also been shown to deliver positive results in various specific contexts, from care home residents to young offenders.
 - Various studies suggest a link between arts activity and community cohesion or social capital, a key driver of wellbeing. There is also evidence that arts activities can help combat loneliness and social isolation, particularly among older people.^x
16. The community impact of engagement with the arts organisations that receive Arts Grants is described by users in Appendix 1. This includes quotes from participants from potentially vulnerable and disadvantaged groups.

Fostering social cohesion in Norfolk

17. Arts organisations in Norfolk play a key role in delivering outward facing programmes to foster positive relationships between different communities in Norfolk and provide educative and learning opportunities^{xi}. A reduction in outreach work may impact on this.

Rural issues relating to disability and age

18. Many of the arts organisations that receive Arts Grant funding are based in or service rural communities throughout Norfolk, providing high quality arts provision for rurally isolated communities that they would otherwise find it hard to access. Creative Arts East is a good example of this^{xii}. This is another important point to note, because living in a rural location can exacerbate the issues some disabled and older people face – for example, rural isolation and barriers to transport and the built environment^{xiii}.

Action to address any negative impact

	Action/s	Lead	Date
1.	Signpost arts organisations to appropriate alternative sources of funding or methods of income generation where available.	Steve Miller	
2.	Assist arts organisations to plan effectively to mitigate the effects of funding cuts to their organisation.	Steve Miller	

List of evidence used to conduct analysis

1. Relevant **legislation**: Equality Act 2010 and Public Sector Equality Duty; Human Rights Act 1998
2. The findings of **public consultation** (note: this is ongoing and the Council will update this assessment with the findings of consultation following 19 December 2014).

Equality impact assessment

Title of proposal:	Remove subsidy we give to schools for community groups using their facilities
Aims of proposal:	Schools in Norfolk are responsible for their own premises and they are able to rent them out for community groups to use outside of schools hours. We propose to stop this subsidy. This would save £97k in 2015/16.
Directorate:	Children's Services
Lead Officer (author of the proposal):	Jo Richardson/Neil Howard
Names of other officers/partners involved:	Gordon Boyd, Alison Everitt

Analysis of proposal & potential impact

Overview – the proposal in more detail

1. Schools in Norfolk are responsible for their own premises and they are able to rent them out for community groups to use outside of schools hours. We currently subsidise schools who keep their rates at a low threshold for community groups. Our subsidy ensures that the schools' costs are fully covered.
2. So far this year 67 schools have registered with us and taken advantage of the subsidy. Of these, 20 are high schools and colleges and 47 are infant, junior and primary schools. That works out at roughly 40% of secondary schools in Norfolk and 14% of primary schools.
3. We pay this subsidy directly to schools to help enable voluntary and community groups to use school facilities.
4. For a school to receive a subsidy it cannot charge above a set threshold. Here are some examples of the threshold rate. All rates include the cost of one caretaker:
 - 1 hour's football pitch hire - £15.28
 - 1 hour's hall hire - £18.40
 - 1 hour's classroom hire - £8.56
5. Any groups running activities specifically for **young people** or **older people** can then benefit from a 15% discount on those rates, and the County Council reimburses the school to cover loss of income from the discount.

What would happen if the proposal goes ahead

6. If we stopped the subsidy, this would save £97k in 2015/16. This would mean that schools will no longer be able to claim the subsidy and will need to decide whether they pass the increased cost onto the groups hiring their facilities. This is in line with broader changes to school funding, where money is delegated to schools who can then decide how it is spent. This could mean that some schools decide to increase the rate that they charge community groups to use their school. However, it should be noted that under the current system, schools can already increase the rates they charge.

Analysis – potential impact

7. At this stage, no significant detrimental or disproportionate impact on people with protected characteristics is identified. However, there are some issues that should be taken into account before any decisions are made.
8. If the proposal goes ahead and the Council ends the subsidy, some schools may decide to increase the rate that they charge community groups to use their school. This may mean a small increase in cost to some community groups aimed at younger people under 16 and older people over 65. Evidence shows that both younger and older people are more likely to be in lower income groups. This means it is possible that some community groups for younger and older people may be unable to afford the increased cost.
9. Young people and older people experience social exclusion and discrimination in a variety of forms – which is why ‘age’ is a protected characteristic^{xiv}. The nature and extent of this depends on different socio-economic factors – such as where people live and their relative income. Consultation with younger and older people in Norfolk shows that opportunities for social interaction and learning are regularly highlighted as a priority and an important mechanism for tackling social exclusion. This is particularly the case in rural areas where there might be fewer opportunities for participation.
10. If removing the subsidy may cause difficulties for some older or younger people’s groups which currently benefit, it might be possible to help them find alternative ways to operate. This could be explored as a mitigating action.

Action to address any negative impact

	Action/s	Lead	Date
1.	Signpost advice to older or younger people’s groups that might consider closing if the subsidy is removed to help them find alternative ways to operate.	Gordon Boyd	

List of evidence used to conduct analysis

- Relevant **legislation**: Equality Act 2010 and Public Sector Equality Duty; Human Rights Act 1998
- The findings of **public consultation** (note: this is ongoing and the Council will update this assessment with the findings of consultation following 19 December 2014).
- Schools community group registration form to Norfolk County Council
- Norfolk County Council Einstein recording system
- Star accounts finance system

Equality impact assessment

Title of proposal:	Reduce the amount we spend on transport for people who use Adult Social Care services
Aims of proposal:	<ul style="list-style-type: none"> • Ensure that where people have a Motability vehicle or mobility allowance for their transport they are using these. • Meet people's needs locally so that we don't have to pay for them to travel long distances to get their service. • Make more use of community transport services and public transport, where available and people can use them.
Directorate:	Community Services – Adult Care
Lead Officer (author of the proposal):	Jo Richardson/Neil Howard
Names of other officers/partners involved:	

Analysis of proposal & potential impact

Overview - about the proposal

1. The County Council currently spends over £7 million each year on providing transport for people who receive social care and social care funding.
2. Last year we asked people's views about a proposal to save £2.1m on transport in 2014-17. The Council agreed this proposal, which meant that we changed the way we allocated personal budget funding for people so that they got less money for transport. Given our financial pressures, we now need to save more money from our transport budget. We are proposing to save an extra:
 - £100,000 in 2015/2016
 - £900,000 in 2016/2017 and
 - £800,000 in 2017/18.
3. We propose to save this money by making sure that where people have a Motability vehicle or mobility allowance for their transport they are using these. We will also try harder to meet people's needs locally so that we don't have to pay for them to travel long distances to get their service. We also propose to make more use of community transport services and public transport, where these are available and we think people can use them.

Who the proposal is most likely to affect

4. This proposal will affect people who receive a transport service from Adult Social Care and people who use their personal budget to pay for transport. It will particularly affect older people, disabled people and people with a learning disability.

What would happen in practice if the proposal goes ahead

5. If this proposal goes ahead we would look more closely at transport costs when we assess what social services people need. This means that:
 - We will make sure people are using their Motability vehicle or mobility for their transport.
 - We would ask people to use public transport or community transport where we assess that they are able to do this.
 - We would ask people to use the service that is closest to them if this will meet their needs, for example, their local day center. If they don't want to use the local service as they prefer to use a service that is further away, we would not pay for them to travel there.
 - If we could not find a service that meets people's needs in their local area we would not automatically pay for them to travel a long way to get the service elsewhere. Instead we would work with the person who needs the service and their carer/s to come up with a more creative solution that involves less travel. For example a group of people in a town could pool their Personal Budgets and pay for a personal assistant to help them access local services rather than travel to a day center in another town.
 - If we cannot meet people's care needs through the options listed above, we would pay for people's transport through their personal budget.
6. We would start using the new policy from 1 April 2015. We would assess all new service users under the new criteria. We would re-assess existing service users, who use their personal budget to buy transport or who have their transport paid for by the department, at their annual review.

Looking closely at the profile of service users who may be affected

The Transport Plus service

7. The County Council, through the Transport Plus service, arranges transport for social care clients, including those with personal budgets. The service currently supports 2,100 service users, arranging around 568,000 individual journeys each year.
8. A significant number of people (over 39%) using the Transport Plus service are 75+ years old^{xv}. Around 10% of service users are under 30 years of age. This is important to note because research shows that service users may have different transport needs depending on their age^{xvi}. For example, young disabled people, particularly those in rural areas, may rely on accessible transport to attend educational and social/leisure opportunities. As people age, they may become less mobile and more reliant on transport. Disabled people of all ages are at risk of social isolation, especially in rural areas^{xvii}.
9. Around 50% of people using the transport service are from rural areas. This is an important point to note, as disabled and older people from rural areas are likely to have more complex transport needs than people living in urban areas. They are likely to need to travel further or pay more to get to services than those living in urban areas. In addition, they may have limited public transport options, and the public transport options available may not be fully accessible.
10. People use the transport service mostly to access day services and day/leisure activities. Other uses include getting to respite care, to colleges and other educational establishments, to visit council offices, places of worship and community hospitals.

People who use personal budgets to pay for transport

11. The Council is not able to collect data on all of the things that people spend their personal budgets on and as such isn't able to account for everyone that might use theirs for transport. In view of this, the Council has written to everyone receiving a direct payment (and those currently in receipt of a transport service - around 4000 in total) asking service users for their views, to make sure we fully understand the potential impact of this proposal on these users.
12. Overall, the Council provides personal budgets to around 9,152 people every year. Around 49% of people in receipt of personal budgets are aged 75 and over^{xviii}. More women than men (61% vs 39% are in receipt of a personal budget – probably as a result of gender-related mortality trends.
13. 48% of people in receipt of personal budgets are from rural communities^{xix}.

People in receipt of a Motability vehicle or mobility allowance

14. If the proposal goes ahead we will make sure people are using their Motability vehicle or mobility allowance for their transport. Motability vehicles and mobility allowance are paid from Personal Independence Payments (PIP), a new national benefit introduced in April 2013, replacing Disability Living Allowance (DLA) for eligible people aged 16 to 64. PIPs cover 'daily living' and 'mobility'. The mobility component is paid at either a 'higher' rate (£55.25 per week) or a 'lower rate' (£21 per week). People on the higher rate have severe walking difficulties and people on the lower rate need guidance or supervision outdoors.
15. People can choose to exchange their higher rate mobility allowance to lease a car, scooter or powered wheelchair ('Motability vehicles'). PIP's are not means-tested or taxable and can be paid whether people are working or not.
16. The Government estimates that it will be around two years before all eligible people will have transferred to PIP. In view of this the most reliable indication of the number of people in receipt of a Motability vehicle or mobility allowance in Norfolk are the DLA figures for 2012/2013. These figures show that at the last count, around 44,000 people across Norfolk claimed DLA^{xx}, with around half of all claimants falling into the 'higher rate' mobility category^{xxi}. The majority of higher rate claimants were aged 50+, with a fairly even balance between the number of male and female claimants. Around 48% of recipients lived in rural areas^{xxii}.

Analysis – potential impacts

19. Our analysis suggests this proposal may have a detrimental impact on disabled and older people, for the reasons highlighted below:

(a) We will make sure people are using their Motability vehicle or mobility allowance for their transport.

17. This aspect of the proposal may impact on disabled and older people regardless of where they live. However, it may particularly impact upon service users living in rural areas, because people in rural areas may need to travel further to reach services and may have limited access to accessible public transport, making accessible travel more challenging and costly. There are similar issues for people receiving the higher rate mobility allowance.
18. Another issue is that Motability vehicles can be used by or for the benefit of the disabled person. This means that in some instances the disabled person does not drive the car – indeed the majority of people with a learning disability are unable to drive - and instead their carer or other family members do, and use the vehicle for shopping, travel to work or other routine activities. For some people this means that their Motability vehicle – and/or their carer - may not be available at certain times.

(b) We would ask people to use public transport or community transport where we assess that they are able to do this.

19. Not all public or community transport services will be sufficiently accessible for all disabled and older people to use them. Also, whilst a transport service may be accessible in one direction, this might not be the case for the return journey.
20. The reliability of public and community transport provision is also an issue. For example, the late or non-arrival of a bus may cause discomfort for someone who is unable to stand or sit for long.
21. Consultation with residents shows that the attitudes and awareness of bus drivers have a key role to play in disabled people's confidence in using public transport^{xxiii}. For example, a bus driver with good disability awareness will make sure that a disabled person with communication difficulties does not feel rushed into buying a ticket and has time to make enquiries, and someone with mobility difficulties has time to sit down safely before the vehicle moves off.
22. Consultation with disabled residents in Norfolk shows that fear of hate crime or hostility and discrimination by members of the public is sometimes a factor deterring use of public transport^{xxiv}.

(c) We would ask people to use the service that is closest to them, for example, their local day centre. If they don't want to use the local service as they prefer to use a service that is further away, we would not pay for them to travel there.

23. Part of the disability rights movement has been to put disabled people at the center of decision-making about services that affect them. The adage "Nothing about us, without us" arose from disabled people's experiences that decisions were sometimes made on their behalf without their involvement or against their wishes. If the proposal goes ahead, some disabled people may feel they are being allocated a service based on what is 'perceived' as their primary need.
24. A range of complex issues may inform a disabled person's preference about where they go. For example, they may have long-standing friendships with trusted people at a particular venue. It may not be as easy for some disabled people to make and sustain friendships as people who are not disabled. This may be a particular issue for someone with communication difficulties. Disabled people are more likely than non-disabled people to have a limited social network and are at greater risk of social isolation. A disabled person may wish to travel long distances to attend a venue which offers the only social contact they have with others.
25. Another issue to take into account is that Norfolk's rural geography means that service provision is not allocated consistently across the county— what is available in one area may not be available elsewhere. There is a risk that local provision for disabled people in some areas will be inadequate to meet their needs, and there are no other alternatives.

(d) If we could not find a service that meets people's needs in their local area we would not automatically pay for them to travel a long way to get the service elsewhere. Instead we would work with the person who needs the service and their carer/s to come up with a more creative solution that involves less travel. For example a group of people in a town could pool their Personal Budgets and pay for a personal assistant to help them access local services rather than travel to a day centre in another town.

26. This aspect of the proposal could present disabled people with some genuine opportunities to improve provision in their area and tailor it specifically to their needs. The idea of pooled personal budgets initiatives has already proven to be a success in some areas of Norfolk.

27. There are some issues to take into account in taking this forward. Local venues (eg community centers) in some rural areas of Norfolk may not be fully accessible to all disabled people. Another issue is that some disabled people may experience fatigue as an effect of their disability, which may limit the investment they are able to make in establishing new initiatives for themselves or others.
28. In taking this forward plans would need to be in place detailing the resources available to service users in helping them plan and implement initiatives for pooling budgets. For example, support in regards to finding a venue or resource; setting up transport; personal budget arrangements; supporting people in setting up a group and putting in appropriate safeguards in case someone became ill or transport failed to arrive.

(e) If we cannot meet people's care needs through the options listed above, we would pay for people's transport through their personal budget.

29. This aspect of the proposal is likely to have a particular impact on disabled people in rural areas, and disabled people who need specialist transport and are unable to use mainstream public transport services. The main issue here is affordability. Accessible travel and specialist transport provision are costly – often significantly more costly than non-specialist provision.^{xxv}. Many disabled people may also be on low incomes. This may mean that some disabled people cannot afford to travel to activities they feel are important for their wellbeing, or which enable them to participate in educational or leisure activities.

(f) Other issues

30. Consultation with disabled and older people in Norfolk consistently highlights access to transport as a major enabling factor^{xxvi} and doorway to participation in education, employment and social opportunities. Disabled people are less likely to achieve in education or gain employment^{xxvii} than non-disabled people and are at greater risk of social isolation. They are more likely to experience barriers to the built environment and transport and fall into low income groups.

Human Rights implications

31. The impact upon the human rights of individuals affected by this proposal has been considered in relation to the Human Rights Act 1998 and the European Convention of Human Rights.
32. The Convention rights that may apply in relation to individuals affected by this proposal are Article 8 (Right to respect for private and family life). This right is broader than simply protecting personal privacy. It also covers issues such as:
- Being able to maintain and establish relationships with others (including family relationships)
 - Being able to participate in the life of your community
 - Being able to access medical treatment
 - Respecting the confidentiality of personal information
 - Respecting physical and mental well-being
 - Respecting rights to make choices about things that affect the individual
 - Being able access personal information
33. These rights have been carefully considered and it is concluded that they are not engaged in relation to this specific proposal.

Action to address any negative impact

	Action/s	Lead	Date
1.	<p>Work with disabled service users as part of the assessment process to identify the transport needs and options available to them, taking their individual needs fully into account.</p> <p>Where the assessment process identifies areas of limited accessible transport provision in some parts of the county, which might result in significant affordability issues or a loss of independence for service users, we will:</p> <p>(a) work with service users to try to find ways to address this, offering where appropriate travel planning support to make sure people spending as effectively as possible.</p> <p>(b) highlight travel access issues to strategic transport planning, to enable consideration to be given to whether there are opportunities to address this at a strategic level over the medium/long term.</p>	Janice Dane/Tracy Jessop	

2.	Continue ongoing dialogue with public transport providers to promote disability awareness and identify where further action should be taken to improve accessibility and increase the confidence of disabled people in using public transport.	Tracy Jessop	
3.	Is there something we could offer to do with communities/providers to stimulate greater service offer in rural areas, or make this a feature of our commissioning or something similar?		
4.	Provide service users with information and support that will help them plan for and establish pooled budgets, eg support to find a venue, arrange transport, set up a group or put in appropriate safeguards. Monitor the implementation of this to identify the extent to which disabled people are able to participate in and benefit from this type of initiative.	Janice Dane	

List of evidence used to conduct analysis

- Relevant **legislation**: Equality Act 2010 and Public Sector Equality Duty; Human Rights Act 1998
- The findings of **public consultation** (note: this is ongoing and the Council will update this assessment with the findings of consultation following 19 December 2014). As part of this consultation, the Council has written to everyone receiving a direct payment and those currently in receipt of a transport service - around 4000 in total - asking service users for their views, to make sure we fully understand the potential impact of this proposal on these users. Five consultation events for service users are being held on (dates) across the county. These events are fully accessible.

Equality impact assessment form

Title of proposal:	Highways Maintenance
Aims of proposal:	Make a permanent saving on highway maintenance
Directorate:	ETD
Lead Officer (author of the proposal):	Jo Richardson/Neil Howard
Names of other officers/partners involved:	Nick Tupper, Sarah Rhoden

Analysis of proposal & potential impact

Overview – about the proposal

1. In 2013/14 our budget for highway maintenance was £24.128m.
2. Last year we asked peoples' views on a proposal to make a one-off saving of £1m on highway maintenance. The council agreed this proposal which meant that our budget for highway maintenance for 2014/15 was £23.128m. However, we now need to save more money from our highway maintenance budget. We are therefore proposing to make a permanent saving on highway maintenance of £385k.
3. If this proposal goes ahead, the total amount we would spend in 2015/16 would be £23.743m. It would also mean that during 2015/16 we would have to reduce the amount of highway maintenance work we do across Norfolk.
4. We would continue to carry out all urgent work and any work that is needed to keep people safe. However, our proposal could mean:
 - It may take longer for some road markings to be re-painted
 - It may take longer for some damaged verges to be repaired
 - We may postpone some bridge maintenance work
 - We may inspect traffic signals less often – although we would still meet national standards
 - We may only repair safety barriers where they have been damaged and postpone our routine maintenance work.

More information about the proposal

5. We have a legal duty to maintain the highway, making it safe for road users and dealing with small repairs to prevent larger defects occurring. We meet this duty through a wide range of activities including pothole repairs, road patching, drain cleaning, grass cutting, sign cleaning, winter maintenance, bridge and culvert repairs and emergency response to incidents on the highway.
6. We prioritise highway maintenance work by looking at the strategic importance of the road and how severe the problem is. This process is set out in Norfolk's Transport Asset Management Plan.
7. We propose to make a permanent cut of £385,000 from highways funding from 2015/16.
8. Here is some more information about what the proposals could mean:

- **Road markings** - we have an intervention programme for re-painting road markings. We tackle these in order of priority, for example, stop line replacements would take priority over markings that define the edge of a carriage way. It may take longer for some non-urgent road markings to be re-painted.
- **Verge damage repair** – some non-urgent repairs may need to wait longer than those that we consider urgent because they represent a danger.
- **Bridge maintenance** – we would continue to complete any urgent works. However, we may postpone some non-urgent bridge works.
- **Traffic signals** – new traffic signals are more reliable and require less regular inspections. This will mean we will inspect some equipment less frequently. We would carry on making urgent repairs to faulty lights.
- **Safety barriers** – we would carry on repairing damaged safety barriers but postpone our routine maintenance work.
- **Grit bins** – we would maintain grit at the same level as in 2014-15. We will continue to inform communities about the best way to use grit during periods of snow and ice as there is currently a tendency for people to use too much.

Analysis – potential impact

9. At this stage, no significant detrimental or disproportionate impact on people with protected characteristics is identified.
10. Although there will be some local community impact around verge aesthetics, there should not be any impact on paths or walkways that disabled people, older people and parents would use to access local services and bus stops.

Action to address any negative impact

No Actions required

List of evidence used to conduct analysis

- Relevant **legislation**: Equality Act 2010 and Public Sector Equality Duty; Human Rights Act 1998
- Highways Act 1980
- PROW (Public Right of Way) maintenance
- County Transport Asset Plan
- The findings of **public consultation** (note: this is ongoing and the Council will update this assessment with the findings of consultation following 19 December 2014).

2015-16 Provisional Local Government Settlement

19 December 2014

Key Facts

Norfolk County Council

£0.494m

Less funding than planned for 2015-16

£42.093m

Settlement funding reduction compared to 2014-15

1%

2015-16 Council Tax Freeze
Compensation worth £3.542m

0.9%

Reduction in spending power
(including Health monies)

Nationally

12.7%

Reduction to
Settlement Funding
Assessment 2015-16

25.6%

Reduction to Revenue
Support Grant
2015-16

2%

2015-16 Council
Tax Referendum
Limit

1.8%

Reduction in spending power 2015-16 (including Health monies)

A complete and full explanation is within the briefing paper attached. If you want to follow up any points within this document please contact the Finance team:

Peter Timmins 01603 222400

Harvey Bullen 01603 223330

Maria Marsh 01603 222165

Provisional Local Government Finance Settlement 2015-16

Report by the Executive Director of Finance (Interim)

Summary

The Council's budget plans to date have included estimates of government funding based on high level government announcements and provisional funding announced last December as part of the annual Local Government Finance Settlement.

The Chancellor of the Exchequer announced his Autumn Statement on 3 December and the Provisional Local Government Finance Settlement for 2015-16 was published on 18 December 2014. Consultation closes on 15 January 2015.

This paper sets out the key announcements and changes to the Council's funding forecasts based on the provisional finance settlement. In relation to our plans, the funding settlement (Revenue Support Grant and Business Rates funding) is £0.380m lower than expected in 2015-16. There are also adjustments to specific grants which are £0.114m less than the budget planning assumptions.

The adjusted Settlement Funding Assessment for 2014-15 is £320.054m, for 2015-16 the Settlement Funding Assessment reduced by £42.093m to £277.961m.

Recommendation:

Members are asked to consider the changes to funding announced within the Provisional Local Government Finance Settlement, note that these will be reported to Service Committees and Policy and Resources Committee as part of the service and budget planning process, and that the Council will respond to the consultation.

1. Background

- 1.1 The Council's budget plans to date have included estimates of government funding based on high level government announcements and exemplifications of funding as part of the Government's consultation on the annual Local Government Finance Settlement.
- 1.2 The Chancellor of the Exchequer announced his Autumn Statement on 3 December and the Provisional Local Government Finance Settlement for 2015-16 was published on 18 December 2014.
- 1.3 This paper sets out the key announcements and changes to the Council's funding forecasts based on the provisional finance settlement.

2. **Autumn Statement 2014**

- 2.1 The Chancellor of the Exchequer announced his Autumn Statement on 3 December. Following the Statement our planning assumptions remained broadly the same.
- 2.2 There were a number of announcements affecting business rates. As part of changes to local government funding and the introduction of the Business Rates Retention Scheme in 2013-14, Council's funding is now linked to collection and growth in business rates. Nationally, total UK receipts from business rates are expected to be around **£1.1bn lower** in 2015/16 than expected in March 2014 Budget.
- 2.3 The RPI increase in business rates will be capped at 2% for a further year from 1 April 2015. Our assumption, based on last year is that these business rate policy changes will be fully funded through section 31 grant payments:
- Small Business Rates Relief will be extended to April 2016; it was due to end April 2013
 - Business rates discount for shops, pubs, cafes and restaurants with a rateable value of £50,000 or below, has been increased from £1,000 to £1,500 in 2015-16

3. **Provisional Local Government Finance Settlement 2015-16**

- 3.1 Department of Communities and Local Government announced the detailed finance settlement for local government on 18 December 2014. This provided provisional details for 2015-16:
- The Business Rates Retention Scheme including
 - Uplifts to the business rates baseline and top-ups
 - Revenue Support Grant
 - Pooled figures for the Norfolk Business Rates Pool
 - Council Tax Freeze Grant
 - Specific grants
 - Some capital grants
- 3.2 The publication marks the beginning of the consultation on the 2015-16 Draft Local Government Finance Report. The deadline for submissions to the consultation is 15 January 2015.
- 3.3 The Council receives most of its funding through the Business Rates Retention Scheme and Revenue Support Grant, plus various specific grants. A council funding share is published as its Settlement Funding Assessment and this funding is received by councils through Revenue Support Grant and the Business Rates Retention Scheme (both local share of retained rate and a top-up). The local share of business rates has been fixed until 2020 to provide councils with an incentive to promote growth, therefore changes to Settlement Funding Assessment, i.e. to manage reduction in the overall Local Government Departmental Expenditure Limits, is addressed through changes to the Revenue Support Grant amount.
- 3.4 The table below shows the breakdown of the 2015-16 Settlement Funding Assessment compared to an adjusted 2014-15, our adjusted 2015-16 planning assumptions and how we will receive this as income.

	Settlement Funding Assessment		
	2014-15 Adjusted £	2015-16 Planning £	2015-16 Provisional £
Upper-tier Funding	221,986,401	186,144,243	184,193,958
Fire and Rescue Funding	15,353,596	14,061,152	13,977,317
Learning Disability and Health Reform	41,706,675	41,692,906	41,550,009
2011-12 Council Tax Freeze Compensation	8,515,022	8,512,172	8,482,588
Early Intervention	22,049,109	20,166,585	20,083,909
Lead Local Flood Authorities	195,629	195,563	194,875
2013-14 Council Tax Freeze Compensation	3,490,892	3,490,892	3,490,892
Returned Funding	404,459	0	0
Local Welfare provision	2,274,588	0	1,712,607
2014-15 Council Tax Freeze Compensation	3,512,000	3,512,000	3,511,834
Rural Service Delivery	565,271	565,271	761,887
Total	320,053,642	278,340,784	277,959,876

Which will be received by:

	2014-15 Adjusted £m	2015-16 Planning £m	2015-16 Provisional £
Settlement Funding Assessment	320.053	278.340	277.960
Received through:			
Revenue Support Grant	181.993	136.470	137.262
Business Rates Baseline	138.060	141.870	140.698
<i>via Top-up</i>	<i>112.578</i>	<i>115.685</i>	<i>114.729</i>
<i>Retained rates</i>	<i>25.482</i>	<i>26.185</i>	<i>25.969</i>

- 3.5 The above Settlement Funding Assessment (SFA), varies from previous forecasts for a number of reasons:

Increases:

- Roll in of Local Welfare Provision funding of £1.713m
- Roll in of Rural Services Delivery Grant of £0.762m (an increase of £0.196m compared to expected)

Decreases:

- Reduction of £1.950m in upper tier funding of (£184.194m in 2015-16)
- Reduction of £0.143m to Learning Disability and Health Reform funding (£41.550m 2015-16)
- Reduction of £0.084m to Fire and Rescue funding (£13.977m 2015-16)
- Reduction of £0.083m to Early Intervention funding (£20.084m 2015-16)
- Reduction of £0.029m to the Council Tax Freeze compensation 2011-12 (£8.483m 2015-16)

- 3.6 In relation to our plans, the settlement funding assessment is £0.380m lower than expected in 2015-16. There are also adjustments to specific grants which are £0.114m less than the budget planning assumptions.

- 3.7 The County Council budget planning has included estimates of government funding based on the latest information available. The detail of the settlement has resulted in changes to the budget plans and these are shown in Appendix A.

3.8 Capital Grants

The Department for Education has announced last year, Basic Needs allocations of £8.520m for 2015-16 and £8.946m for 2016-17. Further capital grant announcements are expected shortly.

3.9 Dedicated Schools Grant

The Department for Education has announced Dedicated Schools Grant allocations of £546.548m for 2015-16 (compared to £530.308 2014-15) on 17 December 2014. This funding is ring-fenced for schools. The increase is due to an increase in the per-pupil funding within the Schools Block, which has been discussed prior to this announcement. There has also been an increase in the number of pupils, which has seen an increase in the schools block funding. There has been a small increase in the high needs block to reflect the additional places that are currently within the system. The Early years block now has an indicative amount for the early years pupil premium funding, which is new from 2015/16, but the early years block currently does not have an indication of the participation funding for disadvantaged two year olds, which will be added in the July 2015 DSG update. This is only a high level review of headlines within the DSG announcement, further detailed work is required to understand the changes within the individual elements of the different blocks and the changes to non-recoupment academies.

Spending Powers

- 3.10 The Government has also issued its calculation of council's spending powers. This measure includes all available funding for the council and includes the government's assumptions of council tax, settlement funding assessment and other specific grants outside of schools. Significantly, it also includes the additional funding for health. The spending power figures for Norfolk are a reduction of 0.9% compared to an overall reduction of 1.8%. The average reduction for County Councils was 0.6%. The Government has published a heat map by billing authorities for 2015-16. This shown in Appendix B.

3.11 Local Welfare Assistance

The Local Welfare Assistance funding has been confirmed for 2015-16 at £1.713m, the Government had previously announced that this funding will cease for 2015-16. (£2.275m 2014-15). However this additional income is offset by a reduction of £1.950m to upper tier funding and effectively the Government has moved existing funding around within the formula to create a specific allocation in 2015-16.

3.12 Public Health

0-5 year old Funding

On 11 December, we received proposed allocation of funding for the transfer of the commissioning of 0-5 children's public health services from NHS England to Local Authorities which is due to take place on 1 October 2015. This is the final part of the transfer of public health responsibilities to Local Government. It represents £6.893m for half of 2015-16, with the full year allocation for 2016-17 likely to be £13.786m. This funding will be used to meet the additional responsibilities following the transfer.

Ring-fenced funding

For 2015-16 Public Health funding has been announced as £30.590m compared to 2014-15 £30.633m.

3.13 Extended Rights Funding Allocation for Home to School Transport

On 17 December, we received proposed allocation of funding for Extended Rights Funding Allocation for Home to School Transport. The grant which was introduced when transport law was extended to defined low income families (maximum working tax credit or entitlement to free school meals) from September 2008. There have been limited changes to the grant historically and until now Norfolk's share has been relatively stable.

For primary pupils the low income extended rights reduces the over 3 mile statutory limit for the provision of free transport for over 8's to two miles (the limit for all under 8's). For secondary pupils the extended entitlement is to free transport to any of the 3 nearest schools providing the school is more than 2 miles and less than 6 miles away. Additionally for secondary aged pupils there is entitlement to a school on faith grounds where a school is over 2 and less than 15 miles from home.

The national reduction is just under 24% from 2014-15 to 2015-16 but although Norfolk's reduction is significantly less at around 14% the actual reduction is around £0.116m - from £0.835m to £0.719m.

3.14 Care Act

The recent reforms to Adult Social Care introduce a number of new burdens to local authorities. From 2016, the Council will likely have to pay more towards adult care and support under the Care Act 2014. The sum individuals are expected to pay towards their own care will be capped at £72,000. More people will become eligible for help if they have savings or assets of £118,000 or less instead of the present £23,250.

The allocations for early assessments for the cap and for deferred payment agreements have been allocated using new methodologies developed by the review of Adult Social Care Relative Needs Formulae, as consulted on in Summer 2014. Norfolk's allocation to meet these costs is £5.629m. £3.121m has been allocated for early assessment costs, £1.542m for deferred payment agreements and £0.966m for Care Act implementation. There will also be a grant from the Department of Health of £0.371m for social care in prisons Work is currently underway to assess whether this will cover the costs of the new assessments.

3.15 Better Care Fund

The settlement includes health and social care funding of £56.381m. This is an increase of £0.057m compared to budget plans for the Better Care Fund. The NHS and local authorities must agree locally through Health & Wellbeing Boards how the funding will be spent across health and care services. Further analysis of this funding is being undertaken, for we have to check with Partners on their spending assumptions. However the funding Norfolk County Council will receive is still broadly in line with the amounts reported to September's Policy and Resources Committee and the budget planning assumptions.

3.16 Council Tax

The Government has announced council tax freeze funding for 2015-16, equivalent to a 1% increase, of £3.542m. Council Tax Freeze Grant of £3.512m for 2014-15 has been built into the Settlement Funding Assessment. This is £0.017m less than we expected.

The Government has made an announcement on a Council Tax referendum limit of 2% for 2015-16.

3.17 New Homes Bonus

The Government has announced New Homes Bonus funding for 2015-16 of £4.124m. This is £0.005m more than we expected. Alongside this funding is the New Homes Bonus Adjustment funding of £0.462m, this is £0.275m less than we had planned for.

3.18 Business Rates Pools

Norfolk County Council currently is part of a business rates pool with Breckland District Council, Broadland District Council, Borough Council of King's Lynn & West Norfolk, North Norfolk District Council and South Norfolk District Council. In October 2014 Norfolk authorities applied to expand the pool with the inclusion of Norwich City Council from April 2015.

A letter has been received from the Department of Communities and Local Government stating that in accordance with paragraph 34 of Schedule 7B to the Local Government Finance Act 1988 ("the 1988 Act"), the Secretary of State designates the following authorities as a pool of authorities for the purposes of the scheme for local retention of non-domestic rates under Schedule 7B to the 1988 Act.

- Breckland District Council
- Broadland District Council
- Borough Council of Kings Lynn and West Norfolk
- Norfolk County Council
- North Norfolk District Council
- South Norfolk District Council
- Norwich City Council

3.19 The settlement provides information for both individual councils and pools. The settlement therefore shows pools as a single authority for top-up/tariffs and levy and safety net purposes. This will enable authorities to see both their pooled and individual position relative the pool figures and will allow them to establish if they still wish to pool.

3.20 Local authorities in the pool have 28 days to consider if they wish to continue to be designated as a pool. Provided that no authority within the pool requests the Secretary of State to make a revocation during that period, the pool will come in to effect on 1st April 15, meaning that all local authorities covered by the designation will remain in the pool for the full financial year. However, if a member of the pool decides it no longer wishes to be designated as part of a pool for 2015/16 it must notify DCLG by 14 January 2015. If any council in the pool requests a revocation of the designation before this date the rest of the pool cannot continue. The Secretary of State will then revoke this designation and all local authorities identified as part of this pool will revert to their individual settlement figures.

The following settlement information is provided in relation to the Norfolk business rates pool.

Provisional settlement information for Norfolk Business Rates Pool 2015-16

Local authorities within pool	Breckland	Broadland	Kings Lynn and West Norfolk	North Norfolk	South Norfolk	Norfolk	Norwich	Total for pool
Baseline funding level (£)	3,593,642	2,609,905	4,983,945	2,927,279	2,833,084	140,697,910	5,433,541	163,079,307
Of which-								
Council Tax Freeze (£)	30,485	53,524	65,347	59,410	63,042	3,550,139	95,545	3,917,491
Early Intervention Funding (£)	0	0	0	0	0	9,921,080	0	9,921,080
GLA General Funding (£)	0	0	0	0	0	0	0	0
GLA Transport Funding (£)	0	0	0	0	0	0	0	0
London Bus Service Operators Funding (£)	0	0	0	0	0	0	0	0
Homelessness Prevention (£)	58,388	46,832	52,610	49,720	81,500	0	139,281	428,330
Lead Local Flood Authority Funding (£)	0	0	0	0	0	82,431	0	82,431
Learning Disability and Health Reform Funding (£)	0	0	0	0	0	17,147,718	0	17,147,718
Tariffs and Top-Ups (£)	-7,901,888	-8,921,443	-11,722,150	-6,748,811	-8,170,277	114,729,390	-25,885,224	45,379,598
Levy Rate	0.50	0.50	0.50	0.50	0.50	0.00	0.50	0.00
Safety Net Threshold (£)	3,324,119	2,414,162	4,610,150	2,707,733	2,620,602	130,145,567	5,026,026	150,848,359

4. Resource Implications

- 4.1 **Finance:** The details announced within the Local Government Finance Settlement will be incorporated within the ongoing budget and service planning and reported to Service Committees and Policy and Resources Committee throughout January to help inform budget planning.

5. Other Implications

5.1 Equality Impact Assessment (EqIA)

There are no direct impacts requiring equality impact assessment, however, the financial implications will impact on budget and service planning. Budget proposals have been subject to EqIA and will be reported to Service Committees and Policy and Resources Committee throughout January.

5.2 Environmental Implications: None

5.3 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.

6. Section 17 – Crime and Disorder Act

- 6.1 There are no direct implications arising within this report.

7. Risk Implications

- 7.1 The funding position of the Council forms part of the financial risk assessment of the Council's finances. The risks implications within the County Council's budget planning will be set out within the reports to Policy and Resources Committee on 26 January 2015.

8. Recommendation

- 8.1 Members are asked to consider the changes to funding announced within the Provisional Local Government Finance Settlement, note that these will be reported to Service Committees and Policy and Resources Committee as part of the service and budget planning process, and that the Council will respond to the consultation.

Background Papers

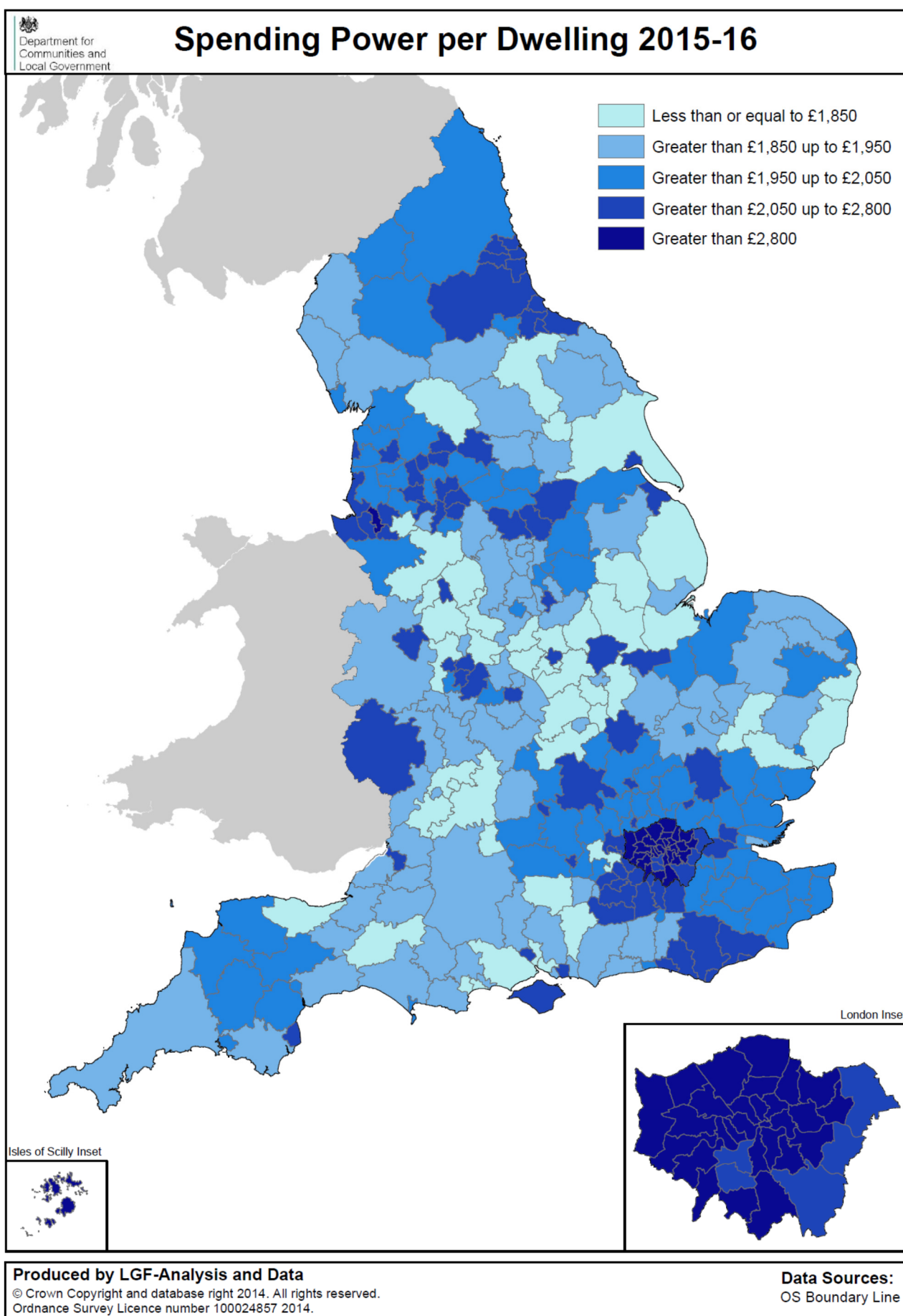
Officer Contact

If you have any questions about matters contained in this paper please get in touch with:
Maria Marsh Tel No: 01603 222165 maria.marsh@norfolk.gov.uk

Details of Provisional Settlement

	14-15	15-16	15-16
	Adjusted Final	Planning forecast	Provisional
	£	£	£
Settlement Funding Assessment	320,053,477	278,340,784	277,959,876
Other Grants/funding			
Section 31 grants for Government business rates initiatives	1,465,603	1,878,766	2,051,845
New Homes Bonus (NHB)	3,213,266	4,119,077	4,124,184
NHB Adjustment	466,315	737,321	461,604
Education Services Grant	10,756,660	10,615,455	No information
Public Health Grant (ring-fenced)	30,633,000	30,633,000	30,590,000
Public Health 0-5	0	0	6,893,000
Social Fund AME	1,905,516	0	0
Social Fund DEL	369,072	0	0
Community right to challenge	8,547	0	0
Better Care Fund (See paragraph 3.15)	28,064,994	56,324,000	56,381,000
Adult Social Care new Burdens	0	0	5,629,284
Fire Revenue Grant - New Dimension & Firelink	1,079,315	1,110,215	1,004,280
Inshore Fisheries	151,999	151,999	151,999
Lead Local Flood (LSSG)	310,643	207,095	207,095
Local reform and Community Voices (DH Revenue Grant)	754,702	754,702	934,171
Extended rights to free travel (Local Services Support Grant)	835,600	835,600	719,321
Dedicated Schools Grant (ring-fenced)	530,308,000	530,308,000	546,548,000
Council Tax Freeze Grant 14-15	3,525,719	3,525,719	
Council Tax Freeze Grant 15-16	0	3,559,015	3,542,351

Spending Powers



i The **protected characteristics** are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

Having due regard to the need to advance equality of opportunity might mean:

- (a) Removing or minimizing disadvantages suffered by people who share a relevant protected characteristic that are connected to that characteristic;
- (b) Taking steps to meet the needs of people who share a relevant protected characteristic that are different from the needs of others;
- (c) Encouraging people who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such people is disproportionately low.

ii Prohibited conduct:

Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have, or because they associate with someone who has a protected characteristic.

Indirect discrimination occurs when a condition, rule, policy or practice in your organisation that applies to everyone disadvantages people who share a protected characteristic.

Harassment is “unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual’s dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual”.

Victimisation occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the Equality Act; or because they are suspected of doing so. An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint.

iii Having due regard to the need to foster good relations between people and communities involves having due regard, in particular, to the need to (a) tackle prejudice, and (b) promote understanding.

iv LGA 2013, Driving Growth through local authority investment in the arts,
http://www.local.gov.uk/c/document_library/get_file?uuid=5d54ddf4-1025-4720-810a-fd077d5dbf5b&groupId=10180

v People from potentially vulnerable or disadvantaged backgrounds may have one or more ‘protected characteristics’; these include age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

vi The importance of this partnership between Arts Council England and local authorities is explained in the following quote: *‘The Arts Council cannot make up any shortfall in local authority funding. We place immense value on our relationship with local government, and we want to work with those local authorities that continue to value and invest in arts and culture. In practical terms, this means developing sustainable long-term partnerships with local government where there is a shared agenda for the arts – where the arts are understood as key to a community’s well-being and prosperity and where there is alignment with our goals.’*

Ed Vaizey MP, Minister of State at the Department for Culture, Media and Sport and the Department for Business, Innovation and Skills, with responsibility for digital industries, recently advised the Department for Culture Media and Sport Committee into the Work of Arts Council England, that: ‘It is important that the Arts Council does stress to local authorities it is there as a partner, rather than a funder of last resort—somebody to bail out arts organisations that the local authorities are walking away from.’

vii *Fairness & Freedom: The Final Report of the Equalities Review*, Cabinet Office, 2007

viii DCMS, Quantifying the Social Impacts of Culture and Sport, Department for Culture Media and Sport, April 2014

ix Page 7, Wellbeing in Four Policy Areas: Report by the All-party Parliamentary Group on Wellbeing Economics & New Economics Foundation (NEF), Sept 2014, http://b.3cdn.net/nefoundation/ccdf9782b6d8700f7c_lcm6i2ed7.pdf

x Page 37, Wellbeing in Four Policy Areas: Report by the All-party Parliamentary Group on Wellbeing Economics & New Economics Foundation (NEF), Sept 2014, http://b.3cdn.net/nefoundation/ccdf9782b6d8700f7c_lcm6i2ed7.pdf

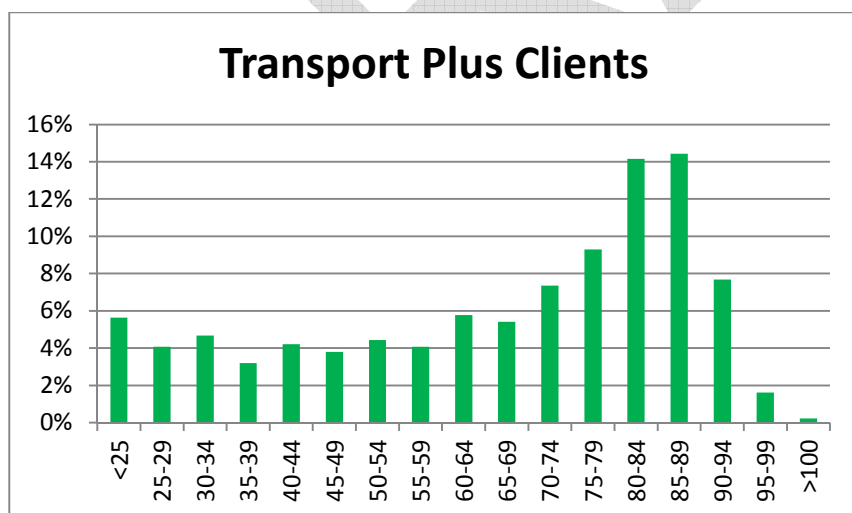
xi 'Participation in the arts can contribute to community cohesion, reduce social exclusion and isolation and make communities feel safer and stronger.' - Page 97, Create, A journal of perspectives on the value of art and culture, Arts Council England, 2014, http://www.artscouncil.org.uk/media/uploads/value-sota-create/Create_Digital_Singles_V1.pdf

xii Through their rural touring programme they work in partnership with local volunteers to bring professional theatre, music, cinema and cultural opportunities to rural and disadvantaged communities across Norfolk, Suffolk and the East. A participant in the CAE Live scheme commented: 'The events my family, friends and I have attended have all been wonderful and have brought the whole community together. Without these events, the village communities would be even more isolated. Comment from Creative Arts East website: <http://www.creativeartseast.co.uk/live-performance/>

xiii Page 37, Wellbeing in Four Policy Areas: Report by the All-party Parliamentary Group on Wellbeing Economics & New Economics Foundation (NEF), Sept 2014, http://b.3cdn.net/nefoundation/ccdf9782b6d8700f7c_lcm6i2ed7.pdf; Arts and cultural provision can have a positive impact on specific health conditions such as: dementia, Parkinson's and depression. Page 97, Create, A journal of perspectives on the value of art and culture, Arts Council England, 2014, http://www.artscouncil.org.uk/media/uploads/value-sota-create/Create_Digital_Singles_V1.pdf; Evidence shows that disabled people are more likely than non-disabled people to experience barriers to participation in arts: 'disabled audiences' patterns of engagement are largely dictated by practical factors (such as access and transport) which, unaddressed, can become barriers'. Page 21, Equality and diversity within the arts and cultural sector in England, Evidence and literature review final report, Arts council England, September 2014, http://www.artscouncil.org.uk/media/uploads/Equality_and_diversity_within_the_arts_and_cultural_sector_in_England.pdf

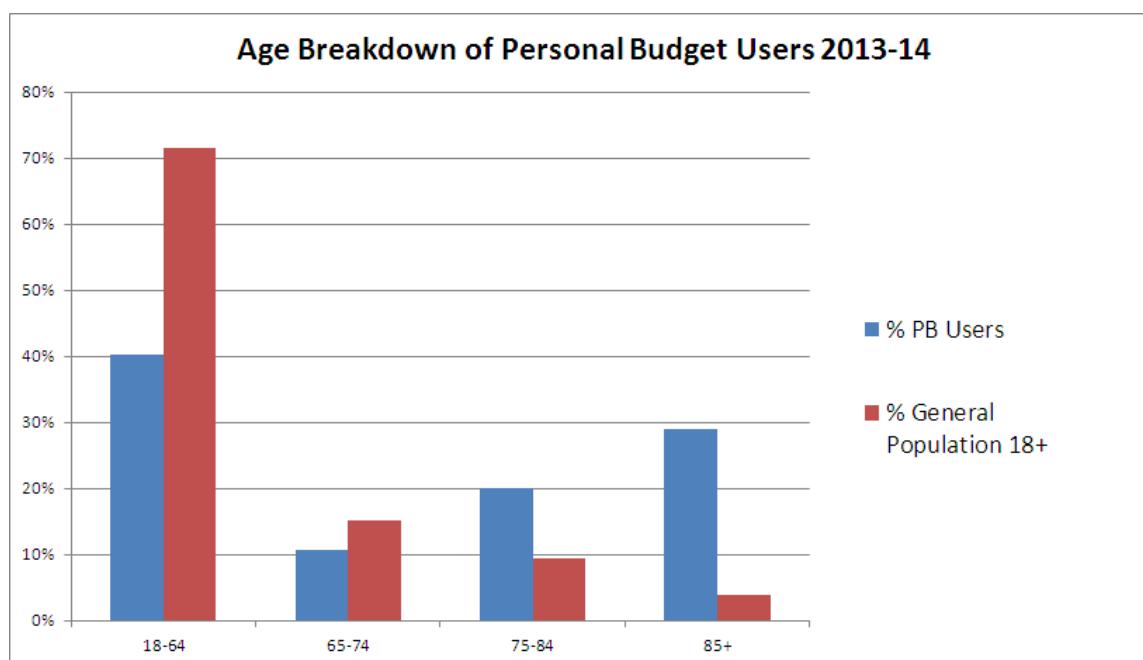
xiv The Equality Act 2010

xv Age of Transport Plus Clients: (latest data available on 24 November 2014)

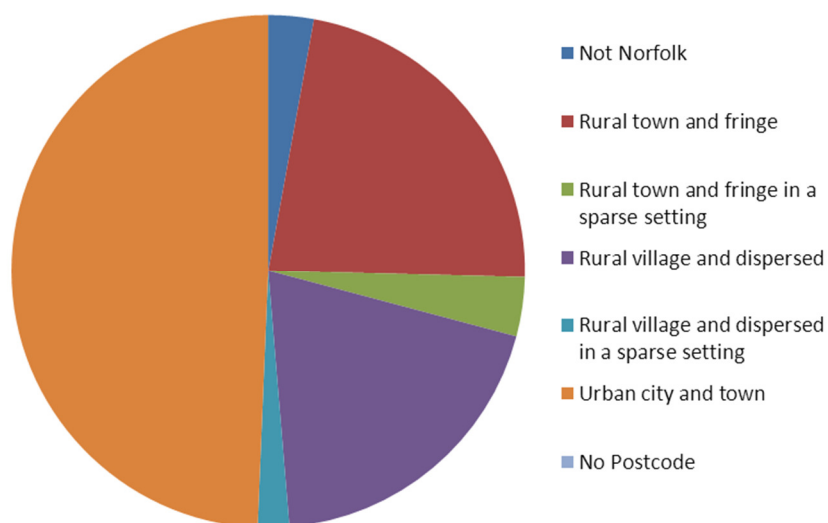


xvi Travel behaviour, experiences and aspirations of disabled people, Department for Transport, 2008; Young People with Special Educational Needs/Learning Difficulties and Disabilities: Research into Planning for Adult Life and Services, LG Group Research Report, Martin, K., Hart, R., White, R. and Sharp, C, September 2011

xvii Preventing loneliness and social isolation: interventions and outcomes, Karen Windle, Jennifer Francis and Caroline Coomber, Social Care Institute for Excellence, 2001



xix **Personal budget users in 2012-13 by where they live**



xx Department for Work & Pensions

xxi DLA higher rate mobility claimants, February 2013 data

Age	Total	Male	Female
All ages	21,920	10,080	11,830
Aged 16-24	530	300	230
Aged 25-49	4,220	1,810,	2,410
Aged 50-64	7,880	3,450	4,230
Aged 65+	8,780	4,120	4,860

xxii Department for Work & Pensions

xxiii Norfolk County Council Disability Pilot Project 2010

xxiv Norfolk County Council Disability Pilot Project 2010

xxv Priced out: ending the financial penalty of disability by 2020, SCOPE, 2014

xxvi Norfolk County Council Disability Pilot Project 2010

DRAFT

Policy & Resources Committee

Item No 9 ii

Report title:	The results of public consultation, equality and rural assessments of the savings proposals for 2015-16
Date of meeting:	26 January 2015
Responsible Chief Officer:	Debbie Bartlett, Head of Business Intelligence & Corporate Planning and Peter Timmins, Executive Director of Finance (Interim)
Strategic impact <p>The proposals in this report will contribute towards the County Council setting a legal budget for 2015-16 which sees its total resources of £1.4billion focused on meeting the needs of residents.</p>	

Norfolk County Council is due to agree its new budget and plan for 2015-18 on 16 February 2015. Policy & Resources Committee is responsible for coordinating this process and developing a whole-council budget and plan for Norfolk.

This paper is one of a suite of reports to Policy & Resources Committee. It presents a range of information to enable Policy & Resources Committee to recommend a balanced budget for 2015-18 to Full Council on 16 February 2015. It covers:

- The Council's ambition and priorities for 2015-18 and the associated planning context
- The findings of public consultation on savings proposals for 2015-16
- The findings of equality and rural assessments on savings proposals for 2015-16.

Elsewhere on the agenda, Policy & Resources Committee will receive related reports on the following:

- Revenue Budget 2015-16 (this report will include the unconfirmed minutes of committees' budget decisions and recommendations, and a briefing on the Autumn Statement and Local Government Finance Settlement)
- Robustness of Estimates 2015-18
- Adequacy of Provisions and Reserves 2015-18
- Medium Term Financial Strategy 2015-18
- Capital Strategy and Programme 2015-18
- Annual Investment and Treasury Strategy 2015-16

Recommendation:

Policy & Resources Committee is asked to:

- (1) Consider and note the findings of public consultation;
- (2) Note the Council's duty under the Equality Act 2010 to have due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;

- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

(3) Consider the findings of equality impact assessments (detailed in **Appendix B**), and rural impact assessments (detailed in **Appendix C**) and agree the mitigating actions for each assessment.

Proposal

1. Norfolk County Council is due to agree its new budget and plan for 2015-18 on 16th February 2015. Policy & Resources Committee is responsible for coordinating this process and developing a whole-council budget and plan for Norfolk.
2. The County Council continues to manage unprecedented financial challenges. In February 2014, the Council agreed the budget for 2014-15, and in the context of establishing a three year rolling financial plan, agreed planned savings of £71.8m for 2015-17. This left a predicted shortfall of £3.8m in 2015-16 and £18.2m in 2016-17.
3. However, in September 2014, the Council learned that the budget shortfall for 2015-16 was likely to be significantly higher - £12.9m. This was due to changes in circumstances making it difficult to achieve budget reductions agreed for this year (2014-15) and next; cuts of £2.7m to the Education Services Grant, the total impact arising from the Better Care Fund and the NHS Invest to Save Fund on the Council's budget (a loss of £6.85m in revenue for 2015-16) and increasing pressure on and demand for social care services for vulnerable adults.
4. Since September 2014, service committees have worked to identify savings proposals to meet the £12.9m shortfall. From the outset, Policy and Resources Committee recommended that as much of the shortfall as possible should be met through efficiency measures. This would be in addition to £88m of efficiency savings for 2014-17 already agreed by Full Council in February 2014.
5. Among the savings proposals, identified by committees, there were eight which, if implemented, would have an impact on the public, so these have undergone equality and rural assessment and public consultation.
6. On 3 December 2014, the Chancellor announced his Autumn Statement 2014 and further details were published in the Provisional Local Government Settlement 2015-16 on 18 December. The implications will have a significant impact on the Council's budget and service planning over the next five years, and will be one of many factors that Policy & Resources Committee will need to take into account in recommending a balanced budget to Full Council on 16 February 2015. Full details are provided in the report 'Revenue Budget 2015-16', included as a separate item on the agenda for this meeting.
7. This paper sets out details of the Council's ambition and priorities for 2015-18 and the associated planning context, the findings of public consultation on the savings proposals for 2015-16 and the findings of rural and equality assessments on the savings proposals for 2015-16.

The County Council's ambition and priorities for 2015-18

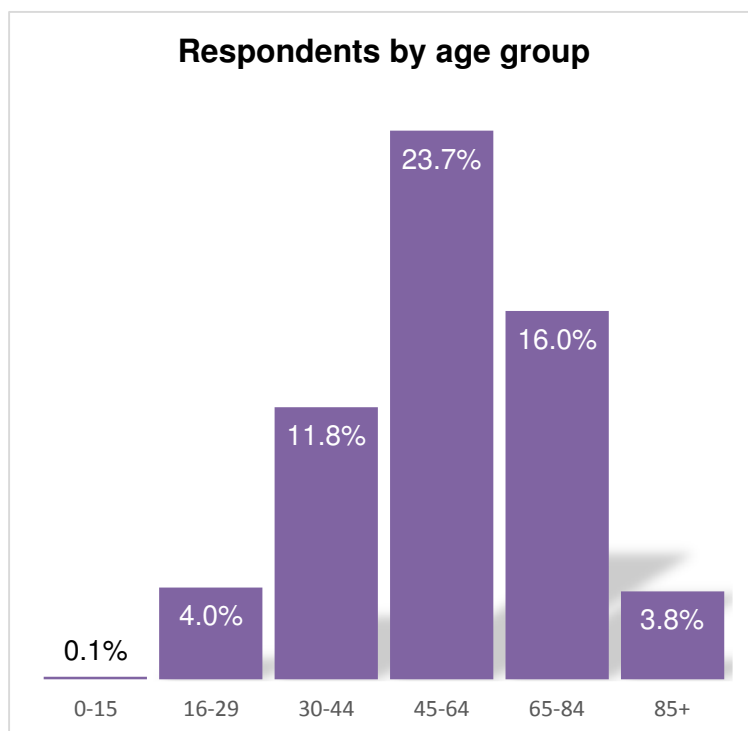
8. The Council's high-level vision and priorities were agreed by Full Council on 18 February 2013 and remain unchanged. Our **ambition** is for everyone in Norfolk to succeed and fulfil their potential. By putting people first we can achieve a better, safer future, based on education, economic success and listening to local communities. Our priorities are:
 - **Excellence in education** – We will champion our children and young people's right to an excellent education, training and preparation for employment because we believe they have the talent and ability to compete with the best. We firmly believe that every single child matters.
 - **Real jobs** – We will promote employment that offers security, opportunities and a good level of pay. We want real, sustainable jobs available throughout Norfolk.
 - **Good infrastructure** – We will make Norfolk a place where businesses can succeed and grow. We will promote improvements to our transport and technology infrastructure to make Norfolk a great place to do business.
9. Delivering this ambition and priorities over the next three years will be very challenging. The Government is less than half way through its 10 year austerity programme to reduce the national debt. Over the last four years, local government funding has been cut by 24%, which has seen Norfolk County Council lose £85.099m in funding, while the actual cost pressures on many services have continued to go up. For example, last year, extra demands on children's services and adult's social care services arising from circumstances outside of the Council's control – such as changes in Norfolk's population profile - cost another £9m.
10. This planning context of austerity means that in 2015-16, the Council will need to fundamentally reevaluate its business and operations, working with communities and stakeholders to construct new relationships and expectations. There will be a number of critical questions to consider - what does the County Council want to achieve with its £1.4bn budget? What is the most effective means of achieving it? How can communities be enabled and supported to look after each other? How can we better work communities and other public services in Norfolk's different localities?
11. Policy and Resources Committee will work with service committees during 2015-16 to lead this process, ultimately with a view to developing a new County Council Plan with a clear sense of purpose to ensure effective delivery of the authority's ambition, priorities and other objectives.

Feedback from consultation

12. Between the 29 October 2014 and 19 December 2014 the County Council undertook a formal consultation about proposals to meet the budget shortfall for 2015-16. People were able to respond in a range of ways. In total 1,655 people or organisations responded to the consultation, making over 4,700 individual comments.

13. Overall the average age of respondents was skewed towards older age groups.

Most respondents were aged 45 or older. It is likely that this 'older' age profile is partly a result of the high number of responses prompted by the Council's letter to people that might be affected by the Adult Social Care proposal. However this does not account for the very low number of people aged under 30 responding.



14. Some other questions were asked about the background and circumstances of respondents. Of those that provided answers (so omitting where people didn't answer the questions) we also know the following about the respondents:
- 95% stated they were responding as a "member of the public" (as opposed to, for example, responding on behalf of a group or organisation, or as a councillor)
 - 55% are women and 45% are men
 - 54% state that they have a long-term illness, disability or health problem (this may be high because of the large number of Adult Social Care service users responding to the letter outlined in section 2.6 above)
 - 19% provide some kind of informal care
 - 95% state their ethnicity as 'White British'.

15. Responses were received on behalf of the following organisations:

- Acle Parish Council
- Alderman Swindell School & Nursery
- Beetley Parish Council
- Blakeney Parish Council
- Break Charity
- Chalk Circle Theatre Company
- CPRE Norfolk
- Creative Arts East
- Cromer Library Users' Group
- Equal lives
- Girl Guiding Norfolk
- Healthwatch Norfolk
- Langham Parish Council
- Lead Member on Sustainable Tourism, Broads Authority
- Learning Disability Provider Forum
- Norwich Older People's Forum
- Norwich Swan Swimming Club
- Orchestras Live
- Red Rose women's & girls FC
- Sharks Swim Club
- Sheringham High School
- South Norfolk Council
- South Norfolk Older People's Forum
- Spergy - online community for people on the autistic spectrum
- Sprowston skaters
- St.Francis Church, Norwich
- Swanton Morley Parish Council
- Taverham Parish Council
- Terry Lumb Crystalette Twirlers
- The Garage - Youth Forum

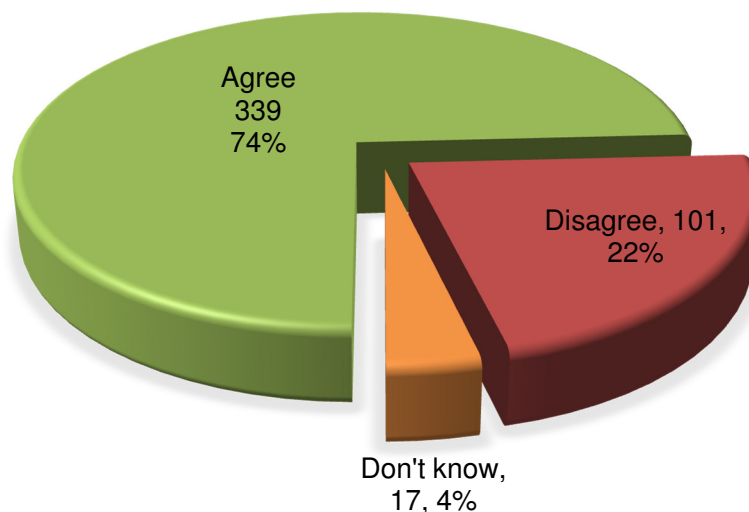
- Mid Norfolk Mencap
- Norfolk Country Cottages
- Norfolk Older Peoples Strategic Partnership
- Norfolk Rural Community Council
- North Norfolk Older People's Forum
- Norwich Independent Living Group, Dereham Independent Living Group, North Walsham Independent Living Group
- The Garage, Norwich Puppet Theatre, King's Lynn Arts Centre and Sheringham Little Theatre
- Thorpe St Andrew Town Council
- Thursford Parish Council
- Toftwood infant School
- Welborne Village Hall
- Wells Carnival Ltd
- Wells-next-the-sea Town Council

Findings for questions about Council Tax

People's response to the question "Do you agree or disagree that Norfolk County Council should raise its share of the council tax by up to 1.99% in 2015/16 and use that money to protect key council services in the future?"

16. 457 people responded to this question. The below graph presents the findings:

RESPONSES TO QUESTION ABOUT INCREASING COUNCIL TAX



17. The main reason given for agreeing with a rise in council tax was because it would protect "key" and "essential" services – a contention made by nearly half the people that agreed. Many of these highlighted the timeliness of any rise given the duration of cuts. As one respondent stated: "Council tax has not kept pace with inflation and it would take an immense increase to get back to the income levels of 5 to 7 years ago. I would be happy to pay more council tax in order to stave off the draconian cuts that are facing the council".
18. The other main explanation for supporting the proposal was that the potential rise was "small", "proportionate" or "reasonable". Respondents commented that the increase would be in line with inflation and would be "small enough for most households to pay".
19. A smaller number of people agreed with increasing council tax because they did not want to see any further cuts made to public services, or because they were

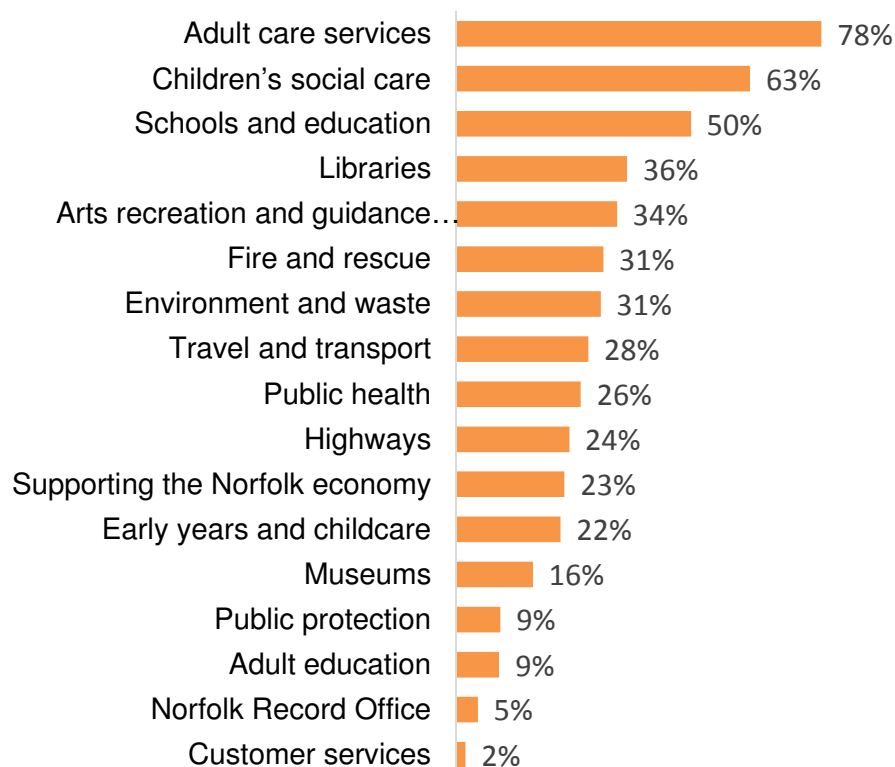
particularly concerned about services to vulnerable people.

20. The main reason respondents gave for disagreeing with an increase in council tax was because the rise would be unaffordable. In doing so, many referred to reduced or static levels of income. One respondent commented: "As my wife and I are pensioners on a very modest income, we are very pleased and relieved that Norfolk County Council has held down the Council Tax". Another asked "my salary hasn't increased by 1.99%, why should you increase my council tax?".
21. Other respondents argued that council tax should not be increased because the council should become more efficient first. One respondent suggested "in the present climate I believe there is still the ability to reduce Council spending".
22. Some people argued that the current government grant, given to the councils that freeze their council tax levels, means that an increase would not be worthwhile.

Responses to the question "If we were to increase council tax in 2015/16, which service would you like the income we generate to be spent on?"

23. In answering this question people were given a choice of defined service areas and were asked to nominate their 'top 5' services.

% of respondents ranking the service in their 'Top 5'



24. In nominating Adult's and Children's social care services as priorities, people cited similar reasons, including that these are "key services" and that they focus on the most vulnerable people. One respondent stated: "we need to ensure that vulnerable adults and children are cared for and supported". Many respondents also highlighted the preventative nature of such services, and their potential for

- saving money in the longer term.
25. Similar reasons were given for supporting education services, along with improving economic prosperity and securing younger people “a good future”.
 26. Responses prioritising both library services and arts, recreation and guidance services focus on the broader role these areas have in improving personal and social wellbeing, and their importance to communities and the economy.
 27. A range of views were offered to explain the prioritisation of the remaining services, and more detail is available in Annex C. Generally these argue the value of the services in terms of people’s wellbeing or the economy, contend that they are key services, or emphasise the universal nature (and requirement for) the services.

Findings for proposals about service changes – including feedback from Committees

28. This section briefly summarises the main findings from responses to proposals for changes and reductions to services. For the purpose of this report these are presented by committee. In addition comments and recommendations from committees are included where paper deadlines allow. A verbal update will be provided where this is not possible.

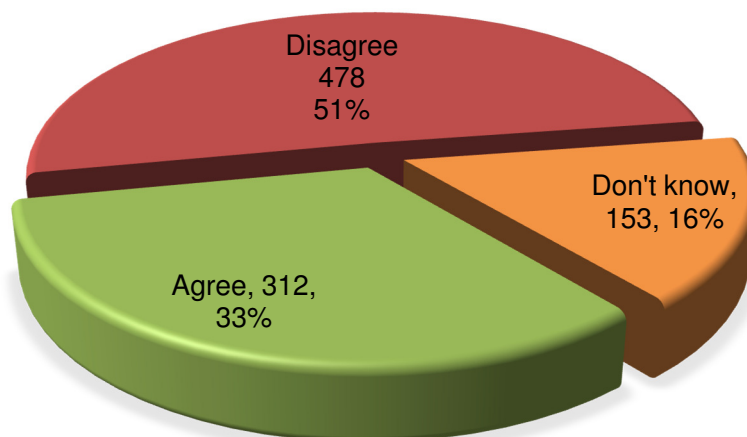
29. **Proposals Overseen by the Adult Social Care Committee**

The Adult Social Care Committee has one relevant proposal as follows:

30. **Reduce the amount we spend on transport for people who use Adult Social Care services - £1.8 million**

[We propose to save money on transport for people who use Adult Social Care services users. We will do this by making sure people are using their motability allowance, meeting people’s needs locally, and making more use of community transport services and public transport.]

SUMMARY OF RESPONSES



31. Of the 943 people who responded to this proposal, 312 (33%) agreed. The main reasons given were that if someone has a Motability vehicle or allowance then

they should use this before any other provision, and that it is right for people to go to their nearest facility. Some people agreed on the condition that the reduction would not prevent any older people using services, or would increase their isolation. Others suggested that there was potential to grow community transport to help people access services.

32. The majority of people who agreed with this proposal were not users adult social care (56%).
33. 478 people (51%) disagreed with this proposal. The main reasons given were that it would have a negative impact upon people's wellbeing, lead to an increase in isolation and people being house-bound (particularly in rural areas), and that there were no viable public transport alternatives due to lack of services and cost. Concerns were raised about equality of access to services and the disproportionate amount of cuts being implemented on services for older and vulnerable people. A small number of people highlighted the impact that this may have upon carers and the provision of essential respite care.
34. The majority of people who disagreed with this proposal were users of adult social care (61.7%).
35. A significant proportion of people, 153 people or 16%, said that they did not know if they agreed or disagreed with the proposal. There was no overall consensus in the 'don't knows' although 15 people wanted more information or did not understand the content of the proposal.

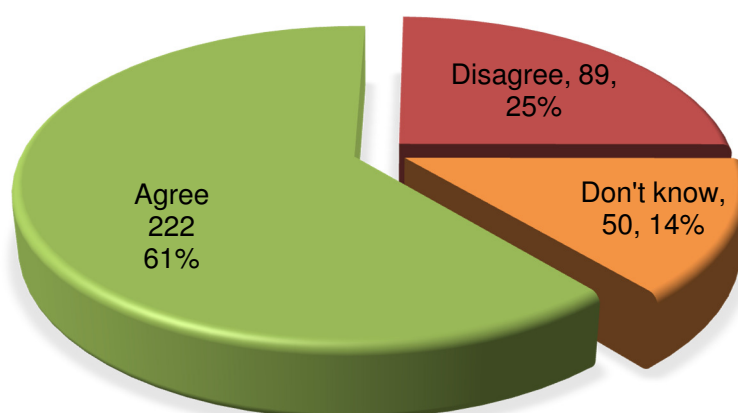
36. **Proposals Overseen by the Children's Services Committee**

The Children's Services Committee has one relevant proposal as follows:

37. **Remove subsidy we give to schools for community groups using their facilities - £97,000**

[We currently subsidise the community to use some school premises around the County. We propose removing this subsidy.]

SUMMARY OF RESPONSES



38. Of the 361 people who responded to this proposal, 222 (61%) agreed with it. The main reasons given for agreeing were that groups should pay the full cost of hire

themselves or that schools should manage without the subsidy and be more business-like and able to compete in the market with other venues. Others suggested that there were a large number of alternative venues available in the community and that it was not part of the role of the Council to subsidise community groups.

39. 89 people (25%) disagreed with the proposal. The main reason given for disagreeing was that community activities and organisations contribute to personal and community wellbeing. Also, concerns were raised about the impact of this on the community groups currently using school facilities. In particular, that groups may close/stop if they can no longer hire school venues at a discounted rate.
40. A significant proportion of people, 50 people or 14%, said that they did not know if they agreed or disagreed with the proposal.
41. The majority of respondents, 77%, were not part of a community group that currently rents rooms from a school.

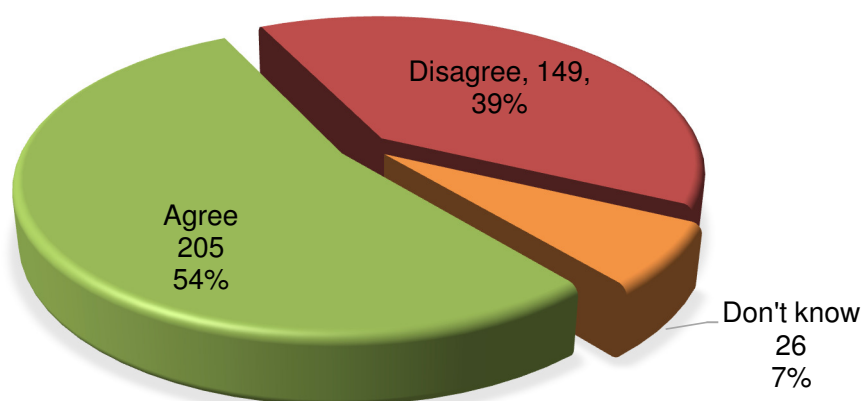
42. **Proposals Overseen by the Environment, Development & Transport Committee**

The EDT Committee has one relevant proposal as follows:

43. **Reduce highway maintenance - £385,000**

[We are proposing to make a permanent saving on highways maintenance of £385,000. We would continue to carry out all urgent works and any works that were needed to keep people safe.]

SUMMARY OF RESPONSES



44. Of the 380 responses received for this proposal, 205 people (54%) agreed with the proposal. About a quarter of these agreed on the basis that national standards and safety standards were not contravened. Another reason given was that highways were not considered to be an essential service, when set against services like social care.

45. 149 people (39%) disagreed with the proposal. The two main reasons given were concerns about the impact upon road safety and cumulative impact on the worsening condition of the roads. Some people suggested that the proposal was short-sighted and only storing up maintenance problems in the longer term and opening up the Council to more insurance claims. Others highlighted the essential nature of roads in Norfolk, particularly in rural areas, and the impact upon the Norfolk economy.

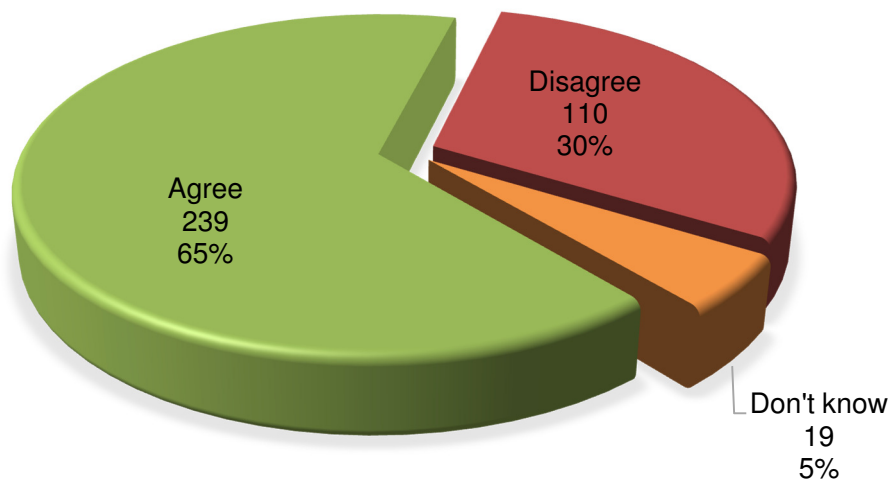
46. **Proposals Overseen by the Communities Committee**

The Communities Committee has five relevant proposals as follows:

47. **Charge for parking at Gressenhall Farm and Workhouse - £15,000**

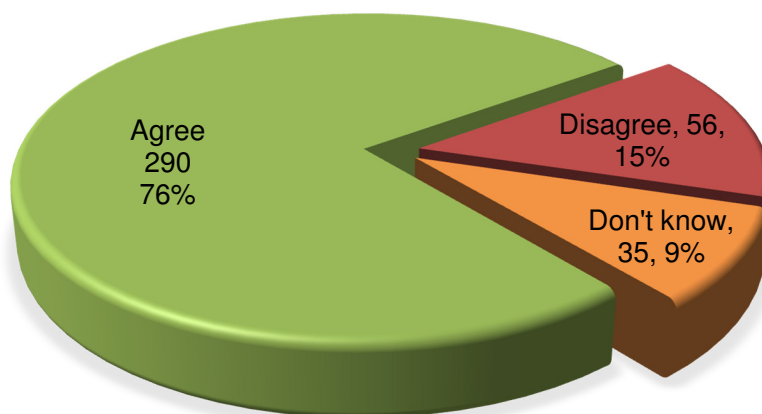
[Proposal to introduce car park charging of between £1 and £2 per car with a view to raising £15,000 over two years (after set-up costs). Charging for car parking is common at museums and visitor attractions across the country.]

SUMMARY OF RESPONSES



48. Of the 368 people who responded, 65% (239) supported the proposal. The two main reasons for supporting the proposal were that it was a small charge that was proportionate or reasonable and that it is common practice to pay for parking at similar attractions, either elsewhere or in Norfolk.
49. 110 people (30%) disagreed with the proposal, largely because they thought that it would deter people from visiting the museum leading to a reduction in visitors and revenue. Some suggested that it was a small saving compared to the costs of setting it up.
50. Some of the people responding, largely those who disagreed with the proposal, suggested an alternative to or an amendment to the proposal. This was to pay in shop, as opposed installing costly ticket machines and/or raise the admission price.
51. **One-off sale of antiquarian library stock - £100,000**
[The sale of old and rare books that do not relate to Norfolk in any way could raise £100,000 at auction (subject to specialist valuation)]

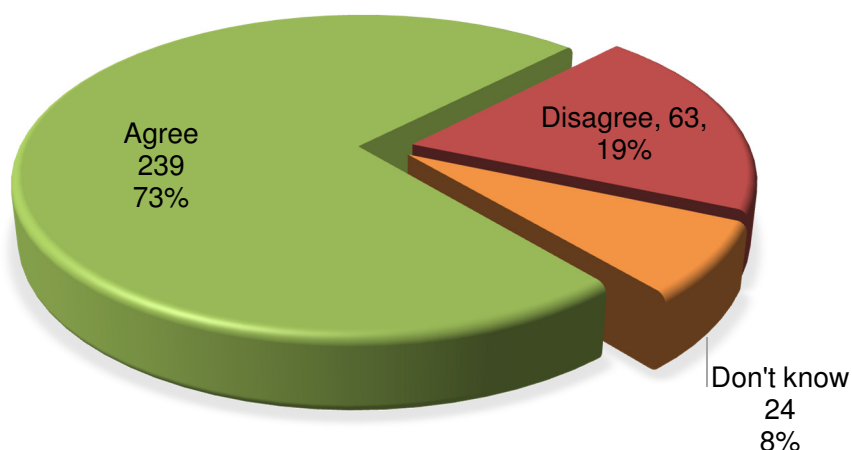
SUMMARY OF RESPONSES



52. Of the 381 people who responded to this question, 76% (287) agreed with the proposal for a one-off sale of antiquarian library stock. The two main reasons for agreeing relate to the current lack of access to the stock and that they do not appear to be a vital Norfolk asset or relate to the county.
53. 56 people disagreed with the proposal on grounds that the books are the property of the people of Norfolk and part of the Norfolk's heritage and cultural value. Concerns were also raised that this was a one-off sale of an asset that would raise very little income.
54. Some of the people responding, largely those who disagreed with the proposal, suggested an alternative to or an amendment to the proposal. This was to scan the stock and store it electronically before it is sold.
55. **Charge people to visit the Ancient House Museum in Thetford in the winter - £3,000**

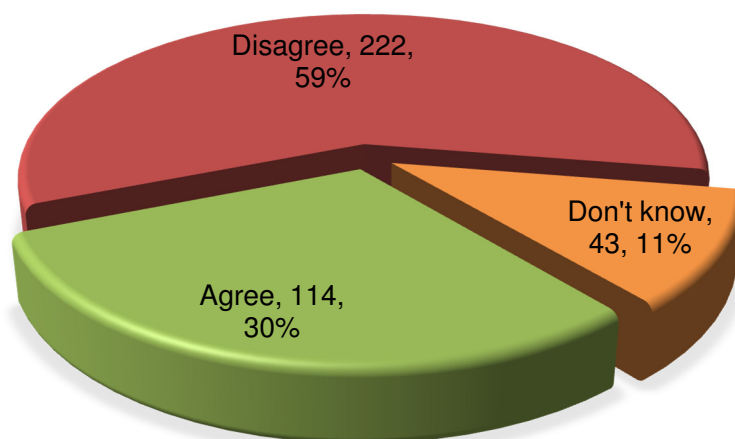
[Until 2006 people paid to visit the Ancient House Museum at any time of the year, but this was stopped between October and March to encourage more winter visitors. Reinstating the charge, so that it applies all the year round, would raise £3,000. Schools and certain groups would continue to have free access.]

SUMMARY OF RESPONSES



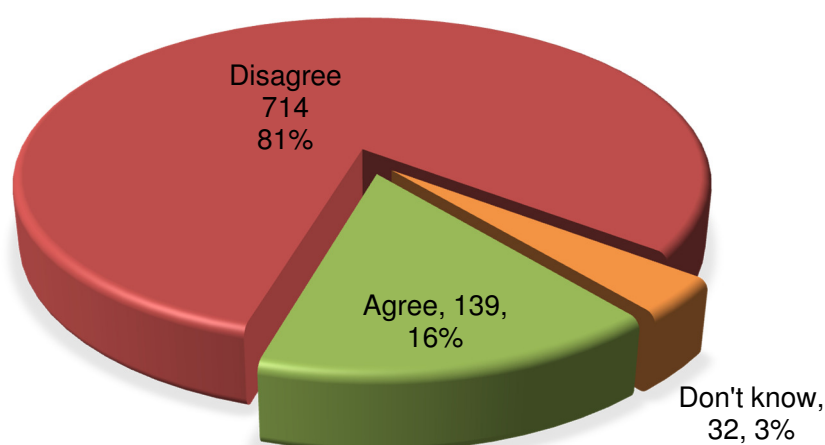
56. Of the 326 people who responded to this question, 73% (239) agreed with the proposal. The four main reasons for the agreement relate to the size of the charge, practice in other museums, the broader principal of paying, and the non-essential nature of the museum when compared to other services provided by the Council.
57. 63 people disagreed with this proposal. The two main reasons for disagreeing were that visitor numbers might fall and the proposal would not generate sufficient income to make the charge worthwhile. Nine people who disagreed with this proposal expressed the view that museums should be free.
58. Some of the people responding, largely those who disagreed with the proposal, suggested an alternative to or an amendment to the proposal. This was to hold special free event days to reduce the risk of creating social exclusion.
59. **Reduce library staff - £80,000**
[The Library service has been able to avoid library closures by reorganising staff, such as shared managers, and reducing the number on duty. Further reorganisation and staff reductions could save £80,000 in 2015/16. Most users would be unaffected, but outreach work could be cut back.]

SUMMARY OF RESPONSES



60. Of the 379 people who responded to this proposal, 113 (30%) accepted the proposal. The three main reasons for agreeing with the proposal were that increased use of technology means library staff are needed less, volunteers could be used to replace paid staff and reducing paid library staff would help protect the library service.
61. 222 people (59%) rejected the proposal. The reasons given were that there are already too few staff in libraries, concerns about lone working and staff being overworked and the crucial role that libraries have to play as a service in the community.
62. A significant proportion of people, 43 people or 11%, said that they did not know if they agreed or disagreed with the proposal.
63. **Reduce funding for the Arts - £150,000**
[The proposed reduction in arts grants budget would be in addition to a reduction of £92,250 made last year. In the current year (2013/14) 19 arts organisations receive arts grants from Norfolk County Council's total arts grants budget of just over £250,000.]

SUMMARY OF RESPONSES



64. Of the 885 people who responded to this proposal, 139 (16%) agreed with it. The two main reasons for agreeing with this proposal were that the arts were not considered to be an essential service when compared to other services provided by NCC, and that arts organisations should seek alternative funding from a range of donors.
65. Of the 714 (81%) of people who disagreed with this proposal, the three main reasons given were that: a reduction in arts funding could have a negative effect on the local economy, through a decline in cultural tourism; arts have intrinsic cultural worth; and arts contribute towards raising Norfolk's profile nationally and internationally.
66. Some of the people responding, largely those who agreed with the proposal, suggested an alternative to or an amendment to the proposal. This was to seek alternative funding from a range of donors.

Consistent themes across responses

67. Analysing responses by individual proposal can mask overall themes that run through responses to all proposals. When considering all responses the most commonly used theme across all the consultation as whole was that of personal and social wellbeing; this includes comments about services being important for individual and social wellbeing, as well as concerns that cuts to services would impact negatively on the wellbeing of residents and communities. This theme was most common in responses to the proposals about: adult social care transport, reduction to arts funding, reduction in library staff and removal of subsidy for use of school buildings.
68. The economy was also a strong theme – we received 430 comments about services being important for the economy, or concerns that cuts to services would impact on the economy. This also includes comments about education and skills, worklessness and infrastructure to support people getting to work and school. This theme was most common in responses to the proposals about: reduction to arts funding, reduction to highways maintenance and reduction in library staff.
69. Other key themes were:

- The need to protect or invest more in social care services for children and vulnerable adults
- Comments about the value of the cultural sector including museums, libraries and the Arts, including comments about how national and international arts activities (e.g. UNESCO city of literature) have a positive impact on the reputation and perceptions of the local area
- Comments that referred to services as being key, essential or a priority (common in responses to our questions about which services we should protect if council tax was raised, as well as in responses to our proposals about: adult social care transport, arts funding, highways and libraries)
- Comments about the need to protect existing services (common in responses to our questions about raising council tax)
- Comments about the importance of services that protect vulnerable people including children (common in responses to our proposed reduction in spend on adult social care transport, and in responses about a possible rise in council tax, in particular responses about the types of services we should protect with additional funding if raised)
- Comments that the proposed cuts are in addition to cuts made previously, that particular services have been cut before, and that services not able to withstand further cuts (common in responses to our proposals about adult social care transport, the arts and libraries. It was also used in responses to questions about council tax being raised where people talked about the need to avoid further/ongoing cuts.)
- Comments that referred to proposed charges (or cuts) being small, reasonable or proportionate (commonly used in relation to proposed car parking charges at Gressenhall, entry charges at the Ancient House Museum and in relation to a rise in Council Tax)
- Comments about proposed cuts being shortsighted – that they would lead to greater costs in the long run, increased pressure or costs to other services or organisations or that they were short term savings only (common in responses to our proposal for highways maintenance, adult social care transport and arts funding)

70. **Appendix A** provides further details in relation to each individual consultation proposal.

Equality and rural impact assessments of the budget proposals for 2015-16 – findings and suggested mitigating actions

Equality assessments

71. When making decisions, the Council must give due regard to the need to promote equality of opportunity and eliminate unlawful discrimination of people with protected characteristics. The Council's impact assessment process has sought to identify the potential for adverse impacts on protected groups, so that decisions can be informed, and where appropriate, action can be taken to address any impacts identified.

72. The equality assessments indicate that two of the Council's budget proposals (reduce the amount the Council spends on transport for people who use adult social care services and reduce arts grant funding) may have a significant, adverse impact on disabled and older people, and some other marginalised groups:
- (a) Reduce the amount the Council spends on transport for people who use adult social care services
73. This proposal may make life more difficult for some disabled and older people in Norfolk, and in some cases, their carers. Some service users may feel their choices are limited. This may impact on their independence and wellbeing, particularly if they live in a rural community where alternative travel options may be restricted and more costly.
74. The mitigating actions proposed to address this proposal include: social workers will work with service users to help them identify the social care and transport needs and options available and assist with transport planning, to make sure service users are planning well and using all resources at their disposal; the Council will work with commissioners, communities, community transport providers and strategic transport planners to find opportunities to address any areas of limited transport provision in different parts of the county; the Council will also track the success of pooled budgets. It is also recommended that progress on delivering the mitigating actions be reported back to Adults Social Care Committee every six months.
- (b) Reduce funding for the arts
75. This proposal may impact on a range of potentially vulnerable people – such as disabled and older people, people with learning difficulties and people from marginalised communities. This is because people from these groups are particularly targeted by organisations receiving arts grant funding.
76. The mitigating actions proposed to address this impact are to signpost arts organisations to appropriate alternative sources of funding or methods of income generation where available, and assist arts organisations to plan effectively to mitigate the effects of funding cuts to their organisation.
77. Full details of the equality assessment findings and proposed mitigating actions are set out in **Appendix B**.

Rural assessments

78. The Council has worked closely with the Rural Community Council to develop a methodology for undertaking rural assessments that looks rigorously at any potential for adverse impact on people who live in rural communities.
79. Only one proposal was found to have a potentially disproportionate and detrimental impact on people in rural communities – the proposal to reduce the amount the Council spends on transport for people who use adult social care. The main risks for people in rural areas were similar to those highlighted in the equality assessment – and the proposed mitigating actions are identical.

80. One proposal was identified to have a disproportionate but not detrimental impact on people in rural communities – the proposal to reduce highway maintenance. The assessment recommends that this be monitored if further service reductions are proposed in the future.
81. Full details of the rural assessment findings and proposed mitigating actions are set out in **Appendix C**.

Recommendations –

Policy & Resources Committee is asked to:

- (1) Consider and note the findings of public consultation;
- (2) Note the Council's duty under the Equality Act 2010 to have due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- (3) Consider the findings of equality impact assessments (detailed in **Appendix B**), and rural impact assessments (detailed in **Appendix C**) and agree the mitigating actions for each assessment.

Evidence

82. The proposals in this report are informed by the Council's constitution, local government legislation, best practice recommendations for financial and strategic planning, and feedback from residents and stakeholders in the Council's two most recent budget consultations (the Big Conversation and Putting People First), as well as public consultation launched on 5 September 2014.

<p>Financial Implications – the financial implications are detailed in the suite of related budget reports included on the agenda for this meeting.</p>
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Officer Contact

If you have any questions about matters contained in this report or want to see copies of any assessments, e.g. equality impact assessment, 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 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Consultation summaries of each individual proposal

Efficiency savings

Summary of proposals	
<p>Our efficiency savings focus on cutting our own costs and getting even more efficient; many are about our internal processes. Many of the savings will be achieved by using modern technology more efficiently. Our proposed efficiency savings are:</p> <p>How we buy things:</p> <p>(1a) Reducing our costs by retendering contracts and changing the way we buy things (£1.9m)</p> <p>(1b) Changing the way that we use our rebates and funding sources (£1.15m)</p> <p>(1c) Reduce costs by finding more cost effective IT and business travel options for staff (£0.6m)</p> <p>(1d) Reduce the cost of our buildings and make full use of our own facilities (£1.55m)</p> <p>How we generate income:</p> <p>(2a) Make more money and recover more costs from the services we charge for (£0.27m)</p> <p>How we organise our staff and resources:</p> <p>(3a) Review management and staff structures (£0.945m)</p> <p>(3b) Develop different ways of working to reduce the cost of delivering our shared services (£0.961m)</p> <p>(3c) Redesigning the way we deliver our services to reduce our costs (£0.395)</p> <p>(3d) Cutting some budgets (£0.45m)</p> <p>(3e) Reduce the costs of delivering services (£1.03m)</p> <p>(3f) Manage our investments in a different way (£2.7m)</p>	

Organisation, group or petition responses	
<p>Please describe any petitions received.</p> <p>Please record any groups or organisations which responded.</p>	<p>No petitions were received.</p> <p>12 group or organisation responses were received:</p> <ul style="list-style-type: none"> • Break • Equal Lives • Swanton Morley Parish Council • St Francis Church Norwich • Welbourne Village Hall • South Norfolk Older People's Forum • Blakeney Parish Council • Healthwatch Norfolk • Norwich Swan Swimming Club • Norfolk Rural Community Council • Spergy - online community for people on the autistic spectrum • South Norfolk District Council
Please	One organisation contrasted direct payments to directly commissioned services

summarise all petition or group responses.	<p>and provided figures to show savings: “we have calculated that over the last three years £6,378,053.57 has been returned to NCC from those using personal budgets. This works out roughly as over £177,000 per month. As far as we know, no home care or private sector provider returns money to NCC”. The organisation concluded: “there is also clear evidence that people who are in control of their own money through direct payments are extremely prudent”.</p> <p>Potential savings in children’s residential care were highlighted by another group: “I am fairly sure that if those services were outsourced considerable savings could still be made – primarily because NCC pay higher salaries. There are a number of proven voluntary and private providers in Norfolk who could take on this work and deliver the same quality of service – if not better”.</p> <p>One group considered that older and vulnerable people are already suffering hardship from previous cuts and should not have to bear a reduction in quality of service.</p> <p>The cumulative effect of (previous and future) cuts was also commented on by another organisation who observed that a broader view of the whole service offer across Norfolk may be a more productive way of handling change than focusing on individual proposals for relatively small savings. The organisation welcomed NCC’s focus on prevention but pointed out a “need for greater investment and support in developing resilience within our communities if the prevention shift is to be successful”.</p> <p>One local organisation wanted more information on which to base their decision and also asked that NCC considers the value added by the third sector to local residents.</p>
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General comments about efficiency savings	
	<p>68 people expressed their agreement with the overall efficiency saving proposal saying it was “sensible”, “all make perfect sense” and “wouldn’t argue with any of them”.</p> <p>Six people disagreed with the proposal: the reasons given were not wanting to make further cuts, not thinking that anymore can be saved through efficiencies, and the negative effects of further cuts on staff and services.</p> <p>24 people commented on inefficient practices or a perception of inefficiency within the Council. Some expressed surprise or disappointment that such efficiency savings had not already been implemented: “I would have thought that internal policies such as business travel, efficient procurement and effective use of your own building spaces would have already been maximised to reduce costs as far as possible!”</p> <p>12 people warned against making short term savings which end up costing more in the longer run: “can look like savings on paper but cost of implementation can sometimes negate the savings” and “be careful not to make changes that cost as much or more than the potential savings, this has invariably been the outcome in my experience, albeit in private commerce”.</p>
Responses to specific proposals	

<p>1a - Reducing our costs by retendering contracts and changing the way we buy things.</p>	<p>29 respondents commented on proposal 1a to reduce our costs by retendering contracts and change the way we buy things. People gave examples of current poor practice and expressed concern about quality of services and value for money. They also cautioned against making decisions rashly or without evidence and showed concern about the potential for shifting costs or service burdens onto the third sector.</p> <p>Inefficient or bureaucratic tendering/procurement processes</p> <p>“The costs of tendering are not made public nor the impact on service delivery – only contract savings. Recent re-tendering has created other problems in the system as the commissioners do not sufficiently understand what they are changing – the specification is flawed and unintended consequences have arisen.”</p> <p>“I am certain that savings could be made on the hugely complicated system of tendering made at the Council.”</p> <p>“Procurement is always a difficult one, but the procurement team need to engage more with staff – FIMS provides all the data (well if you can extract it) to enable analysis of who buys what and if anything can be achieved. Be open not secretive and it’ll save them time. Process that are there to make one team’s life easy is creating inefficiencies. ... Failure to make staff accountable is [also] a major issue, especially with expenditure.”</p> <p>“I’m a little sceptical about putting resource into new tendering as the tendering process itself seems to create a large, slow and expensive bureaucracy of its own. I would like to see tendering processes, simplified so that good staff can move lightly, take their own decisions and build on constructive relations with suppliers.”</p> <p>Perceived relationship between current contractors and NCC</p> <p>“Current contract bidding is wide open to commercial manipulation - you must stop telling them what they can get away with.”</p> <p>“The retendering of contracts will be a waste of time as the same companies will still get in as the preferred option even though they are no good.”</p> <p>Value for money</p> <p>“Procurement in particular needs to be reviewed. Most public bodies seem to pay more for goods and services through business accounts than members of the public might pay for the same things.”</p> <p>Quality of services</p> <p>“Also by retendering services increase the risk that the cheaper option might be chosen to the detriment of the quality of service. We have seen it with some of the domiciliary care providers.”</p> <p>Short-sightedness</p> <p>“In redesigning contracts and the way things are bought it will be very important to ensure a good quality of service and not buying on the cheap which would cost more in the longer term.”</p> <p>Rationale for retendering</p> <p>“What evidence do the County Council have that over a reasonable period that re-tendering has realised efficiencies and quality services?”</p>
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	<p>Cost-shifting I fully support recommissioning as long as it isn't a ploy to get the same services for cheaper therefore placing burden on charities and third sector orgs.</p>
1b – Changing the way that we use our rebates and funding sources.	Two people commented on proposal 1b and both were concerned that suppliers would be 'squeezed' or penalised.
1c - Reduce costs by finding more cost effective IT and business travel options for staff.	<p>22 respondents commented on proposal 1c: there was general agreement with the proposal to reduce costs by finding more cost effective IT and business travel options for staff.</p> <p>Cost effective IT "Nobody ever saved real money through IT - do better with what you have." "Better ICT would allow staff to make far more of their time, as would reducing unnecessary bureaucracy." "IT efficiency needs to be a top priority."</p> <p>Travel options "Stop leasing cars and pay people a mileage, surely? I appreciate that there will still be a need for some instances of leasing though." "I know sometimes travel is necessary (for your staff) but I think it should be reduced to virtually never. I work from home for Oxford University. I work closely with my boss and yet have only seen him in person, rather than on Skype, once in the last four years." One person said NCC should be more commercially minded and another gave an example of a recently introduced IT system in libraries which has proven to be time-consuming rather than time-saving.</p>
1d - Reduce the costs of our buildings and make full use of our own facilities.	<p>14 people commented on proposal 1d: there was overall agreement with the proposal to reduce the costs of our buildings and make full use of our own facilities.</p> <p>Suggestions included installing solar panels on schools, selling off land or properties, and offering IT facilities in schools to the public after hours. One respondent, whilst in agreement with the proposal expressed concern with the practicalities: "I cannot see how a fire station could be used as an external venue, surely they don't have conference rooms to let...that is not their purpose".</p>
2a – Make more money and recover more costs from the services we charge for.	<p>Seven people commented on proposal 2a: there was overall agreement with the proposal to make more money and recover more costs from the services we charge for.</p> <p>One person suggested making money from cafes in libraries and charging for internet use; another that revenue from recycling should be increased and costs of land-fill reduced by offering discounted garden composting and charging for</p>

	black bins. Two people commented that NCC should draw inspiration from the private sector and “be more ambitious and commercial to raise more income”.
3a – Review management and staff structures	<p>44 people commented on proposal 3a to review management and staff structures: opinions were divided about the benefits of this proposal.</p> <p>Some respondents said that the number of managers and Members in NCC is excessive and their salaries are too high. Others contrasted previous cuts to front line services with general staff restructuring: “as front line services have been cut in previous years it is now time to look at the higher levels to see if any jobs overlap and could be put together to save cost”.</p> <p>Respondents also focused on the possible effects of reducing levels of staff on different groups:</p> <ul style="list-style-type: none"> • Service users: “when reviewing staffing levels it must be recognised that good service to customers is dependent on motivated and valued staff”. • NCC - “sometimes means paying more to hire in contractors to do the work that still needs to be done”. • Staff – “Frontline staff in particular should not have workloads continually increased so they feel unable to provide an effective service.” <p>The cost of continued reorganisation was also commented upon: “making people redundant and then hiring them back on higher wages as contractors makes no sense and effects staff morale”.</p>
3b – Develop different ways of working to reduce the cost of delivering shared services.	Five people commented on proposal 3b to develop different ways of working to reduce the cost of delivering our shared services. Two people suggested we make better use of technology and one stated that technology cannot replace people.
3c – Redesigning the way we deliver our services to reduce our costs	Two people responded on proposal 3c to redesign some services and reduce costs. One person highlighted the need to consult with services users about potential change and the other referred to the possibility of working more closely with health partners.
3d – Cutting some budgets.	Five people commented on proposal 3d to cut some budgets; two people made reference to reducing retirements costs, one to the need to continue consultation and another to the cost of producing the newsletter.
3e – Reduce the cost of delivering services.	Eight people commented on proposal 3e to reduce the cost of delivering services. Four respondents were in favour of reducing street lighting.
3f – Manage our investments in a different	Two people commented on proposal 3f to manage our investments in a different way. One respondent was in favour of the proposal on the grounds that it: “relates to the financial efficiency of the council, generates large savings and

way.	does not appear directly to impact on core services” and the other wanted more information.
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Ideas	
	<p>Some respondents made suggestions to improve efficiency but there were many more general comments about how we work and what we do: some were based on factually incorrect information (for example, that staff receive subsidised meals in the County Hall canteen) but are reported here to give a flavour of the breadth of people’s concerns and current thinking.</p> <ul style="list-style-type: none"> • Staff: challenge staff who appear to lack accountability or are resistant to innovation, make it easier for staff to be innovative and challenge bad practice, use community development workers differently for whole community support, ask staff for their suggestions, create new posts to review efficiency. • Members: reduce number of Members or their allowances. • County Hall: charge for car parking and reduce subsidies in canteen, improve electronic systems such as Oracle, cap mileage claims. • Ways of working: align everything to outcomes, make people [service users] aware of costs and charge more for expensive services, create an efficiency working group in NCC to review working practices. • Partnership working: work with private sector, merge or work with other councils, work alongside local businesses. • Schools and early years: review small school policy, ensure all lights are turned off in schools out of hours, ask grandparents to volunteer in nurseries, cut nursery provision, add solar panels to each school. • Travel and transport: improve pavements and road signage, invest more in cycling and public transport, stop the NDR, defer the NDR Western section. • Revenue raising: sell compost from recycled materials, put café in Park and Ride bases and libraries, sell off land and property, charge for waste collection, charge for internet use in libraries. • Economy: attract more businesses, charge tourists a small fee towards the services they use while in the county.

Equality Impact Assessment	
Describe any information in the responses which relates to EqIA	In their response to this proposal, one group highlighted a potential legal challenge as a result of previous cuts and proposed reductions: “furthermore, we are aware that an independent report to NCC as part of the peer review process has shown that the last round of cuts to adult social care were too deep to keep people safe and meet statutory duties”.

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Analyst notes

Any other things you think report writers should know when presenting findings	16 people critiqued the consultation process on the grounds of lack of clarity or format. One respondent wanted to know the cost of making the proposed savings: making staff redundant, the cost of major retendering exercises, the impact on society if care is not provided, and the costs of not investing in education.
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Other Information

<ul style="list-style-type: none"> 311 people responded to this proposal. <p>Summary completed 6.1.15, Business Intelligence and Performance Service.</p>

Council Tax – agree/disagree (up to 1.99%) and reasons why you say this

Summary of question

We asked people “Do you agree or disagree that Norfolk County Council should raise its share of the council tax by up to 1.99% in 2015/16 and use that money to protect key council services in the future?” with the option to select agree, disagree or don’t know. We then asked “why do you say this?”
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Organisation, group or petition responses

<p>Please describe any petitions received.</p> <p>Please record any groups or organisations which responded.</p>	<p>No petitions were received.</p> <p>Responses were received from the following groups/organisations:</p> <ul style="list-style-type: none"> Toftwood infant school Equal Lives Swanton Morely Parish Council St Francis Church Norwich Wells-Next-the-Sea Town Council Welbourne Village Hall South Norfolk Older People’s Forum North Norfolk Older People’s Forum Norfolk Older People’s Strategic Partnership Norwich Older People’s Forum Working Group Norwich Swan Swimming Club
Please summarise all petition or group	<p>Nine of the groups/organisations agreed with the proposal and two disagreed.</p> <p>Those that agreed had reasons in line with those expressed by individuals and</p>

responses.	<p>described below – the main reason was to protect services particularly those for vulnerable people and comments that the suggested raise was small or reasonable.</p> <p>One group that disagreed did not give a reason other than to question the wisdom of raising tax in the run up to a general election. The other said that families are struggling and need support not higher bills.</p>
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Looking at all of the responses, are there any consistent, repeated or notable reasons given for people's views in...	
Agreeing with the proposal?	<p>339 people (74%) agreed with the proposal. The main reason given for agreeing with a rise in council tax was because it would protect services.</p> <p>154 people commented that they supported a rise in council tax because/if it would protect services. For example: "Protecting services is absolutely essential, as it protects the most vulnerable in society.", "If necessary, to maintain local services, the [...] council does not object to an increase of the council tax by 1.99%.", "It is important we contribute to protecting services" "I absolutely do not want services cut any further and believe that an increase in tax is a far better option.", "Council tax has not kept pace with inflation and it would take an immense increase to get back to the income levels of five to seven years ago. I would be happy to pay more council tax in order to stave off the draconian cuts that are facing the Council".</p> <p>54 people said that they supported the proposal because the rise was small, proportionate or reasonable. For example: "Yes because in real terms it's only a very small increase. Why do you even need to ask the question? Just do it!!", "This has been frozen for a number of years. The increase is marginal", "Council tax is a large payment already but with so many cuts to essential services I think this 1.99% rise is small enough rise for most households to pay.", "A small increase, largely in line with inflation, will ensure services valued by rate payers can still be delivered.", "A 1.99% increase is reasonable.", "A relatively small increase for householders, while producing a small benefit in the first year would produce an greatly increased benefit for the county in general in the future", "A small increase to protect key services would seem a reasonable solution".</p> <p>Other reasons given for supporting the proposal included that services had been cut and respondents did not wish to see further cuts made (22 people), or that respondents were concerned about services for vulnerable people (21 people).</p>
Disagreeing with the proposal?	<p>101 people (22%) disagreed with the proposal. The main reason given for disagreeing with the proposal was that the rise would be unaffordable.</p> <p>33 respondents said that they rejected the proposal because the rise would be unaffordable for them or for others. For example: "Incomes continue to reduce for the tax payer so an increase in Council Tax is unaffordable", "As my wife and I are pensioners on a VERY modest income, we are very pleased and relieved that the Norfolk County Council has held down the Council Tax. We would not support any increase in it whatsoever.", "Because people cannot afford to pay anymore.", "We should not be required to pay for everything", "Any increase in Council Tax is too much for hard working families to cope with at the present time.", "I cannot afford it", "My salary hasn't increased by 1.99% why</p>

	<p>should you increase my council tax?”.</p> <p>13 respondents gave the government grant as their reason for disagreeing – for example saying that it did not make sense to raise council tax because it would mean the loss of the grant: “Does not seem cost effective to lose central grant. I would however support an increase of this amount in 2016/17.”, “Because we would lose the grant for a year, so the government is not helping us to help ourselves.”, “We would lose the government grant”, “Would be unwise to lose money generated to a government fine”.</p> <p>15 respondents said that council tax should not be raised because there are inefficiencies within NCC that need to be saved first: “There is still massive waste in local government. Cuts can be achieved without harming service provision”, “Because there are many inefficiencies within the council system and you could save costs easily”, “You need to do some serious housekeeping. I certainly would not agree to a hike in my council tax until such a waste of money is stopped.”, “In the present climate I believe there is still the ability to reduce Council spending.”</p> <p>11 respondents said that council tax was already too high: “I already pay too much.”, “The council tax is too high already.”, “I pay too much now!”</p>
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Don't know: Of the 'Don't Know' responses (and where explanatory text is provided), what are the main reasons why people are unable to come to a clear decision?

	<p>17 people (4%) said that they didn't know if they agreed or disagreed with the proposal</p> <p>Of these, six respondents critiqued the consultation itself or the process (see analyst notes) and three responses made reference to the government grant.</p>
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Equality Impact Assessment (EqIA)

Describe any information in the responses which relates to EQIA	<p>Two people made comments relevant to our EqIA. Both related to the impact on people with disabilities: “I think the time has come that to protect essential frontline services to the poor, the disadvantaged, the disabled and the defenceless that the council tax bill to households needs to rise”, “Because disabled people have taken the brunt of the cuts and they are on limited budgets which sometimes only stretches to essentials like food, heat and rent”</p>
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Analyst notes

Any other things you think report writers should know when presenting findings	<p>Six respondents critiqued the consultation process, for example saying that we had not provided enough information/detail to make a decision, requesting that more detail be provided as to where extra funds would be spent, or comments that it was not clear if the additional money would negate the need for cuts. One respondent said that the consultation had not been publicised enough and was timed too close to Christmas to get a good response.</p>
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Other Information

- There were 457 responses received for this proposal.
- 101 people (22%) disagreed with the proposal
- 339 people (74%) agreed with the proposal
- 17 people (4%) told us that they did not know if they agreed or disagreed with the proposal
- Respondents were not asked if they were service user question not asked for this proposal

Summary completed 6.1.15, Business Intelligence and Performance Service.

Protect – if we were to raise council tax in 2015/16 which of these services would you like the income we generate to be spent on? – please tell us why you selected these services.

Summary of question

We asked people “If we were to increase council tax in 2015/16, which service would you like the income we generate to be spent on?” In answering this question people were given a choice of defined service areas and were asked to nominate their ‘top 5’ services. We also asked people to tell us why they selected the services they had chosen.

Organisation, group or petition responses

Please describe any petitions received.

No petitions were received.

Please record any groups or organisations which responded.

Responses were received from four groups/organisations:

- St Francis Church
- Swanton Morley Parish Council
- Toftwood Infant School
- Norwich Swan Swimming Club

Please summarise all petition or group responses.

Responses from groups/organisations were in line with individual comments received below with the main focus being on services for vulnerable adults and children.

Looking at all of the responses, are there any consistent, repeated or notable reasons given for people’s views on:

Adult care services

78% of respondents who answered this question (293 people) ranked adult social care in their top five services to protect with a rise in council tax.

The main reasons given for prioritising adult care services were:

- Comments that it is a service for the **most vulnerable people** in society and should therefore be protected: “we need to ensure that vulnerable adults and children are cared for and supported” “direct services for vulnerable people are really important” “expenditure should be focused on securing services for vulnerable people and families”.
- Comments that it is a **key service** – essential, a priority, statutory: “significant component of a civilised society”, “these are essential services”,

	<p>“more important than anything else”, “services that protect lives”.</p> <ul style="list-style-type: none"> Comments that adult social care needs investment because of the demographics of the county, growing pressure on services for the elderly: “The demographic time bomb is ticking ever louder and clearly additional resources are required for any authority to adequately provide quality services and care for this very vulnerable section of society”, “Ageing population - more funds will be needed to support people at home with their long term health condition”, <p>Other reasons given included support for this area because adult social care is important for personal and social wellbeing, comment that this is an area that has been cut in the past/can’t sustain further cuts, and comments about the importance of prevention including that it saves money in the long run.</p>
Children’s Social Care	<p>63% of respondents who answered this question (236 people) ranked children’s social care in their top five services to protect with a rise in council tax.</p> <p>The main reasons given for prioritising children’s social care were:</p> <ul style="list-style-type: none"> Comments that it is a service for the most vulnerable people in society and should therefore be protected: “most at risk groups” “We need to ensure that vulnerable adults and children are cared for and supported.” “Vulnerable people should always have continuing support.” And “those least able to protect themselves” Comments that it is a key service – essential, a priority, statutory: “essential service” “necessary to protect life” “Protecting and supporting vulnerable people has to be the highest priority” “Direct services for vulnerable people are really important and should be the mainstay of what the council does.” <p>Other reasons given for protecting this service included comments about children being the future so needing investment, comments that children’s social care is an important prevention service, comments that the service has been cut and should not be cut further, and comments about the importance of the service for health and wellbeing.</p>
Schools and education	<p>50% of respondents who answered this question (190 people) ranked schools and education in their top five services to protect with a rise in council tax.</p> <p>The main reasons given for prioritising schools and education were:</p> <ul style="list-style-type: none"> Comments that school and education is a key service, priority, essential or more important than other services: “top priority” “important” “essential services” “vital public services” and “Because Norfolk children deserve a better education” Comments that schools and education are important because children are the future: “to ensure a good future”, “good education helps children and young people secure a good future”, “children are the future...don’t scrimp on their development” and “children are the most important product of a generation” Comments that schools and education are important because they support or protect the vulnerable: “protect the innocent”, “protect services to the most vulnerable”, “services for people who need the most assistance from society” Comments about the role schools play in education, supporting skills development and the economy: “without a well educated population we cannot achieve the required economic growth”, “long term they will give

	<p>Norfolk a more competitive economy” “they support economic growth in the region, via investment in people through education”</p> <p>Other reasons given for protecting this service included comments that schools and education helps to prevent spend in other areas, or that investing in schools builds good foundations for the future, and comments about the role schools play in communities, contributing to personal and social wellbeing.</p>
Libraries	<p>36% of respondents who answered this question (138 people) ranked libraries in their top five services to protect with a rise in council tax.</p> <p>The main reasons given for prioritising libraries were:</p> <ul style="list-style-type: none"> • Comments about the role libraries play in improving personal and social wellbeing and the broader role libraries have in communities e.g. “important for happy healthy communities” “The diverse services libraries provide cater for a range of audiences and purposes. They are a hub from which people can learn, get in touch with other council services, attend groups and sessions that provide social and economic benefits” “Libraries - again, accessible to all sectors and have countywide spread, good for people who need to get out of the house, interact with community, and who are not well off” • Comments that the service is a key service, essential or a priority: “valuable services”, a lifeline to people who have to spend a lot of time at home and people living in rural areas”, “vital to a society’s sense of identity, wellbeing and mental health” “provides a vital service often to vulnerable people” • Comments about the role libraries play in the economy including supporting the development of skills, employability and education: “we are better educated with libraries”, “improve educational attainment”, “education and reading are vital to the economy” “the library service promotes education for all” • Comments that libraries are a universal service, available to all residents: “service all use” “extraordinary service across all sectors of Norfolk’s population” • Comments that the service has already been subject to cuts and cannot sustain further cuts: “already taken enough cuts on what is a very small area of spend to start with” “they have been decimated by cuts” “These are all the services that get cut every time, you can only take so much from them” <p>Other reasons given for wanting to prioritise this service included the impact on vulnerable people who use libraries and their services or as a safe place to go.</p>
Arts recreation and guidance service	<p>34% of respondents who answered this question (129 people) ranked arts recreation and guidance service in their top five services to protect with a rise in council tax.</p> <p>The main reasons given for prioritising arts recreation and guidance service were:</p> <ul style="list-style-type: none"> • Comments about the broader role the arts play in communities for personal and social wellbeing: “Promoting health and happiness of the community has got to be the priority” “Because arts and culture are essential to well-being - they are what makes the difference between just existing and actually enjoying life” “It is also important to ensure that these opportunities to access arts, creativity and culture are open to all in county, as they have a positive impact on people’s health and wellbeing, which can ultimately mean less reliance on other services.” “The Arts grants are tiny but make a real

	<p>difference to local communities.”</p> <ul style="list-style-type: none"> Comments about the impact on the economy – education and skills, employments and tourism are included in this: “moving Norfolk on as a whole and creating opportunities for work and investment and attracting business and visitors bringing more money in” “Arts, creativity and culture is one of the fastest growing sectors in Norfolk, it creates jobs, investment and tourism.” <p>Other reasons given to protect this service included comments that it is a key or essential service, comments about the inherent worth or value of culture/the arts, and comments that the service is underfunded/has already been subject to cuts.</p>
Fire and rescue	<p>31% of respondents who answered this question (117 people) ranked fire and rescue in their top five services to protect with a rise in council tax.</p> <p>The main reasons given for prioritising fire and rescue were:</p> <ul style="list-style-type: none"> Comments that it is a key service – essential, a priority, statutory: e.g. “essential service” “necessary to protect lives” “vital services in need of protecting” emergency response is highest priority” “most important area” <p>Other reasons given for protecting this area were that it is about people’s safety, that the service is important for wellbeing, that the service is underfunded/has already been cut, that it is a universal service used by all, and that the service has an important role with the vulnerable.</p>
Environment and waste	<p>31% of respondents who answered this question (116 people) ranked environment and waste in their top five services to protect with a rise in council tax.</p> <p>The main reasons given for prioritising environment and waste were:</p> <ul style="list-style-type: none"> Comments referring to environment and waste as a key or essential service, top priority, more important than others: “important” “necessary” “vital” “most important areas” and “good environmental services are vital in our modern world” Comments that environment and waste are important for personal or social wellbeing – creating a nicer environment to live in or making the county an attractive place to live: “better health from a cleaner environment”, “make life in Norwich particularly attractive” or “make Norfolk a good place to live” Comments that environment and waste is a universal service, used by all residents: “Waste services are universally required and important on a day to day basis.” “Important to everyone” “Environment & Waste as we all have rubbish to dispose of and see the need to improve on recycling. “
Travel and transport	<p>28% of respondents who answered this question (107 people) ranked travel and transport in their top five services to protect with a rise in council tax.</p> <p>The main reasons given for prioritising travel and transport were:</p> <ul style="list-style-type: none"> The role transport plays in the economy – getting people to work and school and keeping businesses moving, this includes references to tourism and people accessing other services. For example: “the way to sustain the economy is to keep Norfolk moving” “Highways and transport are key to economic growth, reducing accidents, and accessing services” “public transport to get people to work” “Good transport and travel systems are

	<p>important to Norfolk's businesses, employment, education, health and leisure.”</p> <ul style="list-style-type: none"> Comments referring to travel and transport as a key or essential service, top priority, more important than others. <p>Other reasons given included support for this area because it has important positive impact on the environment – through public transport, cycling and pedestrian access investment and that it supports people’s wellbeing – both personal and social/community.</p>
Public Health	<p>26% of respondents who answered this question (99 people) ranked public health in their top five services to protect with a rise in council tax.</p> <p>The main reasons given for prioritising public health were:</p> <ul style="list-style-type: none"> Comments that public health is a key service, priority, essential or more important than other services: “Education and caring for people are more important than anything else.” Or “Direct services for vulnerable people are really important and should be the mainstay of what the council does.” Comments that public health helps to prevent spend in other areas and prevent health problems: “public health remains an important function - particularly with regard to the preventative role that it plays.” “Investing in public health I feel will help support other care services so that people are not unnecessarily relying on services when they could be supported in other ways” and “Public health always requires significant investment in preventative measures.” <p>Other reasons given for prioritising this service included the role public health plays in personal and social wellbeing/quality of life, the role it has in supporting the vulnerable, and the contribution made to the economy by keeping people fit and well to work.</p>
Highways	<p>24% of respondents who answered this question (91 people) ranked highways in their top five services to protect with a rise in council tax.</p> <p>The main reasons given for prioritising highways were:</p> <ul style="list-style-type: none"> The role highways play in the economy – getting people to work and school and keeping businesses moving. Includes references to tourism and people accessing other services. For example: “Road maintenance has an impact on most areas of the Council's priorities: - Norfolk economy- (access to/for rural businesses for example) environment, health- (why encourage cycling for example if the roads are too dangerous due to disintegration), access for emergency response.”, “Norfolk needs investment and improved infrastructure is essential for attracting external investment. Economic growth of the county is essential for sustainable future. Norfolk is geographically isolated and the council needs to take strategic leadership of generating opportunities for future growth, not focusing inwards.” Comments that highways is a key service, essential or priority, describing it as “important” “priority services”, or “vital services”. Comments that highways is a universal service, used by all residents: “used by the majority of people in Norfolk” “Highways is the one universal service used by everyone in the county” “services that all use” or “important to everyone”.
Supporting the Norfolk	<p>23% of respondents who answered this question (87 people) ranked supporting the Norfolk economy in their top five services to protect with a</p>

economy	<p>rise in council tax.</p> <p>The main reasons given for prioritising supporting the Norfolk economy were:</p> <ul style="list-style-type: none"> • The importance of supporting the economy – including the effect on education, employment, tourism and overall keeping Norfolk growing and thriving: “Actions to promote the economy and support in particular young people through apprenticeships is critical to creating a vibrant area and helping people be able to stay and work in the county” “Economic growth is crucial for Norfolk if it is to continue to thrive - economic growth will provide additional income to the council.” “we must support businesses to help the economy grow” “investing in Norfolk’s future” “moving Norfolk on as a whole and creating opportunities for work and investment and attracting business and visitors bringing more money in” • Comments that this is a key service – essential or priority: “vital for the county council to provide” “key areas” <p>Other reasons given included support for this area because it enhances personal or social wellbeing.</p>
Early years and childcare	<p>22% of respondents who answered this question (83 people) ranked early years and childcare in their top five services to protect with a rise in council tax.</p> <p>The main reasons given for prioritising early years and childcare were:</p> <ul style="list-style-type: none"> • Comments that the service is important because it supports the vulnerable: “the young – particularly the vulnerable is obviously a main priority”, “we should protect the vulnerable”, “the weakest have suffered the most and should receive more support”, “the most vulnerable should be protected first” • Comments that early years is a key service, priority, essential or more important than other services: “Because it is essential for young people to have the very best start in life. Affordable childcare enables more low income families to enter the workforce thereby strengthening the local economy” “the most vital public services” “Education and caring for people are more important than anything else.” “Investing in the next generation is critical” • Comments that services to children should be protected because they are the future: “children and young people are our future and the resources are inadequate” “children are the future and deserve support and encouragement to develop fully” • Comments that early years helps to prevent spend in other areas: “Failing to invest in our young children is a false economy that increases costs in the future, e.g. if young people do not learn the skills and attitudes to fulfil their potential then they are less likely to secure good jobs and are more likely to become dependent on the state for support.” and “I also feel early years is critical”
Museums	<p>16% of respondents who answered this question (61 people) ranked museums in their top five services to protect with a rise in council tax.</p> <p>The main reasons given for prioritising museums were:</p> <ul style="list-style-type: none"> • Comments about the importance of the service for personal and social wellbeing and quality of life: “important to the wellbeing of people in the community” protect services that enrich lives”, “they enhance life”, “museums make a good contribution to the local culture”, museums are important places in these depressing times”

	<ul style="list-style-type: none"> Comments about the economy, education and skills and tourism: “they help generate income and/or tourism” “they provide otherwise unobtainable education”, “Cultural services are undervalued and therefore have never been properly funded yet the benefits are wide ranging and extend far beyond the cultural sector. Tourism, quality of life, health and well-being, education and training are just a sample of the areas on which our cultural offer has a positive impact.” Comments that museums are a key service, essential or a priority over other services Comments that this is an area that has been cut in the past and cannot sustain more cuts “Museums – are desperately underfunded”
Public protection	<p>9% of respondents who answered this question (35 people) ranked public protection in their top five services to protect with a rise in council tax.</p> <p>The main reasons given for prioritising public protection were:</p> <ul style="list-style-type: none"> Comments referring to public protection as a key or essential service, top priority, more important than others: “essential services” “very important” “essential services” and “most important” Comments that the service supports and protects vulnerable people: “public protection is essential otherwise the unscrupulous will seek to take advantage” or “there are many scams about now and people who prey on the elderly and vulnerable it is important to protect this work”
Adult education	<p>9% of respondents who answered this question (34 people) ranked adult education in their top five services to protect with a rise in council tax.</p> <p>The main reason given for prioritising adult education were:</p> <ul style="list-style-type: none"> Comments about the economy, education and skills: “We should not penalise...education at a time when the need for highly-skilled youngsters and fresh ideas for the future (not to mention tax revenues) is at a premium” <p>Other reasons given to prioritise this service included that it is an area that is underfunded/has been cut before and comments about the contribution of the service to personal/social wellbeing.</p>
Norfolk record office	<p>5% of respondents who answered this question (17 people) ranked the Norfolk Record Office in their top five services to protect with a rise in council tax.</p> <p>The main reason given for prioritising the Norfolk Record Office were:</p> <ul style="list-style-type: none"> That NRO is a key/vital service: “the loss of what’s in the record office and the service it provides would be a monumental act of cultural irresponsibility and vandalism” <p>Other reasons given for prioritising this service included its contribution to social and individual wellbeing and the role of the NRO in the local economy including education and skills.</p>
Customer services	<p>2% of respondents who answered this question (7 people) ranked customer services in their top five services to protect with a rise in council tax.</p> <p>The reason given for prioritising customer services were:</p> <ul style="list-style-type: none"> Comments that the service is universal or used by most people: “These are

	the only ones that are used by the majority of people in Norfolk. There is already too much spent on Children, the elderly etc.” or “Putting every single citizen first before particular selected individuals and groups”
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Equality Impact Assessment	
Describe any information in the responses which relates to EQIA	There were no specific comments about our EqIA.

Analyst notes	
Any other things you think report writers should know when presenting findings	<p>Nine respondents critiqued the consultation itself/the process.</p> <p>Of these, five people were not happy with the way services were grouped/divided: “Why put Libraries, Museums and Adult Education as separate entities when you do not divide up Environment and Waste?” One respondent was unhappy with the way the question was phrased, saying they would have preferred two questions, one about priority and one about services perceived to be underfunded. Two respondents were unhappy at having to list in order of priority and would have preferred to select five services without having to give a preference order.</p>

Other Information
<p>377 people responded to this proposal/section</p> <p>78% of people (293) ranked Adult care services in their top five 63% of people (236) ranked Children’s social care in their top five 50% of people (190) ranked Schools and education in their top five 37% of people (138) ranked Libraries in their top five 34% of people (129) ranked Arts recreation and guidance services in their top five 31% of people (117) ranked Fire and rescue in their top five 31% of people (116) ranked Environment and waste in their top five 28% of people (107) ranked Travel and transport in their top five 26% of people (99) ranked Public health in their top five 24% of people (91) ranked Highways in their top five 23% of people (87) ranked Supporting the Norfolk economy in their top five 22% of people (83) ranked Early years and childcare in their top five 16% of people (61) ranked Museums in their top five 9% of people (35) ranked Public protection in their top five 9% of people (34) ranked Adult education in their top five 5% of people (17) ranked Norfolk Record Office in their top five 2% of people (7) ranked Customer services in their top five</p> <p>Summary completed 6.1.15, Business Intelligence and Performance Service.</p>

Reduce the amount we spend on transport for people who use Adult Social Care transport

Summary of proposal

We propose to save money on transport for people who use Adult Social Care services users. We will do this by making sure people are using their motability allowance, meeting people's needs locally, and making more use of community transport services and public transport.

Organisation, group or petition responses

Please describe any petitions received.

No petitions were received.

Nine organisation or groups responded:

- Equal Lives
- Norwich Independent Living Group, Dereham Independent Living Group, North Walsham Independent Living Group
- St Francis Church, Norwich
- Swanton Morley Parish Council
- Taverham Parish Council
- Toftwood Infant School
- Mid-Norfolk Mencap
- Learning Disability Provider Forum
- Norwich Swan Swimming Club

Please summarise all petition or group responses.

Of the nine organisation/group responses, five disagreed, two agreed with no reason (except the proposal "seems sensible") and two were 'don't knows' because they wanted more information on which to base a decision. Of those who disagreed, the reasons were around the vulnerability of those affected, the impact of the proposed reduction on people's wellbeing, lack of transport alternatives and the accumulated effect of successive cuts.

Looking at all of the responses, are there any consistent, repeated or notable reasons given for people's views in...

Agreeing with the proposal?

312 (33%) of people who responded to this question agreed with the proposed reduction. **The main reason for agreeing relates to use of Motability vehicles or the Motability allowance.**

81 people said that if someone has a **Motability vehicle or allowance** they should use this before using other services to avoid "what is effectively double funding": "people should use all the other benefits they get before the Council subsidises them" and "if people have transport provided by the taxpayer then they have to use it".

34 people referred to **local services** and noted that if people can use services close to them transport costs could be reduced: "people should use the closest available facility that meets their needs we all have to save money". Additional benefits of using local facilities were also noted: "whilst difficult, this saving

	<p>would protect other essential services elsewhere. It would also encourage community cohesion and support by supporting those individuals in their communities”.</p> <p>17 people commented on the use and potential growth of community transport schemes: “... proposed greater use of community transport services may also give a welcome boost to the finances of such services which, in hard times, can also be threatened by council cutbacks”.</p> <p>Nine people said paying for, or contributing towards your own transport is the right thing to do: “I enjoy this facility where I go 1 day a week to day care and would have no objections to paying my way” and eight referred to the individual’s personal responsibility for meeting transport costs.</p> <p>Six people agreed on condition that the proposed reduction did not lead to individuals feeling isolated: “so long as it does not prevent any older person using council facilities or increasing their isolation - in my opinion this could be counterproductive and result in the need for increased spending in other areas”. Six people also referred to the vulnerability of people potentially affected by the reduction and the same number said the service is not essential.</p>
Disagreeing with the proposal?	<p>Over half (51% - 478) of those who answered this question disagreed with the proposed reduction. The main reasons for disagreeing are concerns about: people’s wellbeing, potential increased isolation, equality of access, the vulnerability of those affected, affordability, and inability to use alternative or public transport.</p> <p>104 people commented on the negative effects any reduction might have on people’s wellbeing: “this is important to daily lives and mental health of vulnerable people”, or their own: “I disagree reason being if the amount is reduced on transport this will take away my independence and will affect my wellbeing, reasons be I won’t be able to shop and socialise in my daily life”. One respondent noted “opportunities and activities for people who use Adult Social Care are limited - so any reduction in access to activities, which are important and provide social contact and a reason to live, need to be preserved”.</p> <p>97 people made comments about the risk of people becoming isolated in their own homes, put bluntly: “because without your service I’d be housebound”. Some people described the effect not being able to travel would have on them: “I have a serious disability that prevents me participating in normal events. Travelling to Headway in King’s Lynn and Norwich is the only way I can get help from people who understand my condition. Otherwise I would be totally isolated and alone”. Another respondent with limited mobility explained how being isolated feels: “... when I am too unwell to get about unaided the combination of illness and long term solitary confinement is difficult to endure”.</p> <p>80 people referred to equality of access and these comments are noted in the EQiA comments box below.</p> <p>71 people expressed a belief that the most vulnerable people in society are targeted unfairly by this proposal: “once again you propose to target the elderly and infirmed who cannot defend themselves”, “hits those who are in most need”, “when you are needing to make cuts you always hit the most vulnerable in society to pay for it”.</p>

	<p>58 people said the proposed reduction would be unaffordable pointing to existing low income: “I disagree because of the low income people live with now ...” and previous cuts: “my transport budget was cut in half last year meaning a cut in what I can now attend and put a huge financial burden on me”. Some people noted that a reduced budget would curtail their social activities: “if you reduce the amount of money I may not be able to go to the assist trust” and many noted that their illness or disability involves frequent trips to hospital which can be expensive: “it is difficult for people attending multiple hospital appointments. Taxis are very expensive for people on low income but not quite on benefits”.</p> <p>60 people said they disagree with the proposed reduction as they cannot use public transport or had concerns that others would not be able to use public transport. People described the reasons they cannot use public transport, including vulnerability: “I would have lots of problems with changing buses/trains and dealing with unexpected cancellations/delays given my learning difficulty. I would also feel vulnerable travelling alone in this way”, or because of illness or disability: “...travelling on a bus in the City, which is where I would use it, is painful as it stops and starts all the time. I suffer with a bad back”.</p> <p>Other reasons for disagreeing which were cited multiple times included:</p> <ul style="list-style-type: none"> • a possible reduction in service users’ choice and control and ability to personalise their options – going against the principle of personalisation (45 people): “I feel that pooling several users budgets would take away any flexibility of the service, making it less appealing to the user if the felt forced to fit in with everybody else”. • transport is a key service and so should not be cut (42 people): “it is an essential life line. I rely on my daughter having a disability car because I cannot get any transport which will take a wheelchair”. • lack of appropriate local services (41 people): “there is no head injury support in the North of Norfolk at all and Cromer”. • rurality (39 people) – also included in the EQiA box below • impact on carers (36 people): some respondents described in detail the difficulties of being a carer and the importance of respite care, made possible with money for transporting the person they care for, on their wellbeing and continued ability to look after the individual. • the proposal is shortsighted (21) and will cost more further down the line.
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Don’t know: Of the ‘Don’t Know’ responses (and where explanatory text is provided), what are the main reasons why people are unable to come to a clear decision?	
	<p>16% (153) ticked the ‘don’t know’ option. There was no overall consensus in the ‘don’t knows’ although 15 people wanted more information or did not understand the content of the proposal. The three most commonly cited reasons given were: that people can’t use public transport (13 people), the proposed reduction may affect people’s ability to makes choices about their lives (11 people), and there is an increased risk of isolation (10 people).</p>

Equality Impact Assessment (EqIA)	
Describe any information in	87 people made comments relevant to our EqIA (including one specific

<p>the responses which relates to EqlA</p>	<p>reference to the Act and five to NCC's legal duties) and more general comments such as: "The council should recognise it has a fundamental duty to support the elderly, the disabled and the housebound (of all ages) and this necessitates the provision of transport if necessary access to services is to be possible."</p> <p>Equality of choice "Because I thought the idea behind help with transport was to treat people with disabilities as individuals, and allow them to make choices based on their individual needs. Not to lump them all together, and the idea of everyone who is disabled should all pool resources and share transport, not only take the right to choose away, but also assumes that all disabled people are the same, with the same wants and needs. My mobility money does not come anywhere near covering my transport costs, and I am very frugal with it! Without it I would not have and choices or equal rights."</p> <p>People with disabilities "I am profoundly deaf and disabled. I need to be with other people at the deaf club in Norwich as I live 30 miles away and cannot drive myself. I need the social interaction of other deaf people."</p> <p>"People in wheelchairs (for example) I have restricted ability to travel without assistance and need specialist transport such as converted buses with ramps. Without this transport wheelchair bound people are left in their homes often on their own, which can prove lonely and cause depression etc".</p> <p>Older people "Over 70 years - usually disabled - mainly only a pension. In my case I must walk with a frame. Some need to visit places which is not on a bus route. ...With my disability and age walking these distances is pain full & dangerous for me. Some mechanical motorised small vehicle would solve these problems".</p> <p>Younger people "My son is unable to go on public transport - slowly learning to become more independent he is ref Blind/ASD/Epilepsy by going to the activities he is healthier and beginning to go into the world, these are essential for his wellbeing."</p> <p>Rurality 46 people referred to the challenges of accessing services in a rural county where transport may be unavailable, intermittent or prohibitively expensive:</p> <p>"We need a taxi service in our village as there are no buses in Walpole that goes to Wisbech, the Facx bus say we are 1 mile out to pick us up so what choice do we have?"</p> <p>"This [the proposed reduction] will affect the most vulnerable in a rural county which already has poor transport links."</p> <p>"In a rural county you cannot function if the transport is not affordable or available."</p>
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Analyst notes	
Any other things you think report	39 people critiqued the consultation process . Apart from four comments about lack of consultation events in suitable locations, respondents were either

writers should know when presenting findings	<p>unclear about the content of the letter they had received, or felt they needed further information or clarification of the proposal in order to make a decision.</p> <p>Responses to this proposal have been described in this summary by those who agree, disagree and don't know. Dividing up responses in this way can obscure wider issues so it is important to note two points about use of public transport and availability of local services which many people commented on, regardless of whether they agreed or disagreed with the proposal.</p> <p>51 people described their experience of the availability of 'local' services and explained they were not unwilling to use venues close to their house, but in many cases they had little choice but to travel: "I live in a rural area where there is no reliable public transport closest hospital is 20 miles away and the hospital I have to attend is 40 miles away. It is not that I don't want to use local amenities there aren't any without travelling even my doctors is 10 miles round trip. I need help and travel costs allow me more freedom to enjoy my life". In addition, 22 people made specific reference to the need to travel for medical appointments.</p> <p>Many respondents noted the reasons why they can't use public transport and explained how ill-health or disability prevented them using public transport even when it was available:</p> <p>"I am unable to take the train and I have a very weak immune system so I am unable to wait in the cold for a bus. I also live in the countryside so transport money is essential."</p> <p>"I cannot use public transport as I cannot fold my frame up and would have no one to help me. I am in a lot of pain all the time and cannot walk from the bus stop to the shops. I have rods and screws in my back and neck from top to bottom and cannot turn my head so I dare not cross the road on my own I cannot see the traffic coming."</p> <p>"I also feel I would be very unsafe on public transport as my wheelchair would not be anchored to the floor."</p>
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Other Information	
<p>943 people responded to this proposal.</p> <p>312 (33%) agreed, 478 (51%) disagreed, and 153 (16%) said they did not know ('don't knows').</p> <p>Just under half of respondents were service users (437 – 46.3%) compared with non-service users (%). The 326 – 34.6%).</p> <p>The majority of respondents (549 58.2%) say they have long term illness, disability or health problems compared those who do not (307 – 32.6%).</p> <p>Almost a fifth of people who responded are carers (174 – 18.5%) compared with 645 - 68.4%) who have no caring responsibilities.</p> <p>Summary completed 6.1.15, Business Intelligence and Performance Service.</p>	

Remove the subsidy we give to schools for community organisations using their facilities

Summary of proposal

We currently subsidise schools who keep their rates at a low threshold for community groups. Our subsidy ensures that the schools costs are fully covered. However, many schools charge groups above the threshold and so do not qualify for our subsidy. We propose to stop this subsidy which would save £97k in 2015/16. If our proposal went ahead it could mean that some schools may increase the rate that they charge community groups to use their school.

Organisation, group or petition responses

Please describe any petitions received.

No petitions were received.

Please record any groups or organisations which responded.

Responses were received from ten groups/organisations:

- Toftwood infant School
- UEA Swimming Club
- Alderman Swindell School & Nursery
- Sprowston skaters
- Swanton Morley Parish Council
- St.Francis Church, Norwich
- Sharks Swim Club
- RED ROSE women's & girls FC
- Norwich Swan Swimming Club
- Girl Guiding Norfolk

Please summarise all petition or group responses.

Four of the groups agreed with the proposal. The reasons were in line with those expressed by individual respondents below. Three of the groups who agreed with the proposal said that schools should charge the **market rate** to all groups: "As a school, we should be charging a rate that covers our costs and I anticipate it would still be lower for groups than external rental in other premises", "This should be subject to market forces, like all community facilities", "Our school is PFI and we have no access to this so this will create a level playing field."

Six of the groups disagreed with the proposal. Several (five groups) expressed concern that the proposed loss of the subsidy could make hire of facilities **unaffordable** for groups or their members – some of the groups said this could lead to **groups closing**: "We have been able to keep costs down due to the subsidised costs of the hall. If these are removed many voluntary clubs would have to raise prices which could force some families to stop their children attending or clubs could close reducing the activities available in the communities.", "By taking away the subsidy we would have to reflect this in our fee structure, we are a non-profit making organisation, as are all clubs and groups who have a subsidy. By raising our fees this will limit the amount of children who are able to come to us for tuition by putting it out of financial reach.", "In many cases there is no alternative meeting place available in the area, and therefore units would have no alternative to either paying the increased amount or closing the unit.", "If all of these small initiatives are

	<p>removed by councils across the country, the small independently run activities could cease and the health of the nation & Norfolk would eventually suffer.”</p> <p>One group summarised the impact: “as a voluntary organisation with no other access to funding the removal of this subsidy will have a significant impact on our ability to deliver our programme and regrettably will result in the club having to implement a restructuring process which would either make swimming less accessible or in some cases lead to a withdrawal of some of our swimming programmes of which [?] are extremely difficult to sustain”.</p> <p>One group expressed concern at the way the consultation had been conducted – relying on schools to contact groups who use their facilities to let them know of the proposal to cut the subsidy: "I am disappointed as a regular hirer of school premises not to have been given access to the letter dated 7 November sent to schools regarding the subsidy for clubs and have waited until the end of the term to contact you. I hire two different school premises and sometimes a third and not one of these schools has been in touch, despite clear guidance in your letter asking them to contact community groups who use their premises, the only way I have heard of this is via a colleague who works at Wymondham College. In the circumstances I don't think your responses will be a true and fair representation of the opinions of clubs and groups who hire facilities.”</p>
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Looking at all of the responses, are there any consistent, repeated or notable reasons given for people's views in...	
Agreeing with the proposal?	<p>61% (222 people) accepted the proposal.</p> <p>The main reasons given for agreeing were that groups should pay the full cost of hire themselves or that schools should manage without the subsidy and be more business-like or compete in the market with other venues.</p> <p>40 respondents said that they agreed with our proposal because it is right that groups hiring facilities should pay the full cost themselves without a subsidy or discount. For example: “The people who benefit from using the schools should fund this”, “In most cases these groups can cover higher costs or can seek an alternative venue”, “Totally agree with this proposal. Community organisations understand the need for subsidies such as these to go and necessarily for charges to go up. Again tough, but hard times make such decisions very necessary”, “People who use these building should have to pay the going rate”, “Schools are not a charity. Groups should pay to cover costs”.</p> <p>33 people made comments that the proposal was acceptable because schools should manage without a subsidy and compete in the market of community venue hire like other venues. Comments also referred to the principle of schools controlling their own budgets. For example: “If the schools want to make money from hiring their spaces I don't think they need a subsidy.”, “Schools should be able to decide their own budgets”, “This should be subject to market forces, like all community facilities”, “As a school, we should be charging a rate that covers our costs and I anticipate it would still be lower for groups than external rental in other premises”.</p> <p>18 respondents agreed with the proposal because they saw the subsidy as</p>

	<p>something NCC should not do or offer – not part of the Council’s core role. For example: “The county council seems to give money away to the voluntary sector, community groups etc willy nilly. Stop all subsidies now”, “Not everything can be subsidised - this is perhaps one area that needs to be addressed”, “Ridiculous to subsidise in a market economy”, “Schools do not require county council. The spread of academies is rendering county function in education increasingly redundant”.</p> <p>18 respondents made comments that they accepted the proposal because there are other community venues available for groups to hire so they can choose to go elsewhere if they can no longer afford the cost of school hire. For example: “Sensible proposal. There are alternatives to schools for community groups that can't afford it.”, “Agree as there are village halls/community halls/church halls/parks which could be used instead of school facilities.”, Many other places also offer community hire and provision will not be affected.”</p>
Disagreeing with the proposal?	<p>25% (89) rejected the proposal.</p> <p>The main reason giving for disagreeing was that community activities and organisations contribute to personal and community wellbeing.</p> <p>35 respondents rejected the proposal because of views that community activities and organisations should be supported for personal and social wellbeing. For example: “Schools are at the heart of their communities - or should be. This proposal would reduce significantly the number of small groups able to take advantage of facilities which lie empty for much of the time.”, “Surely encouraging community activity is a key responsibility of councils.”, “People need community spaces for groups etc. we do not have community centres so these can be key to the community”, “Because of the impact on community capacity which isn't robust anyway”, “Making schools available for communities is invaluable.”</p> <p>19 respondents rejected the proposal because of concerns about the impact of this on the community groups currently using school facilities. In particular concern that groups may close/stop if they can no longer hire school venues at a discounted rate. For example: “Community groups rely on being able to use cheap spaces. Without a venue many community groups may have to close.”, “Some community groups have very limited resources and may fold if charges increase dramatically.”, “I run a Brownie pack and cannot afford to keep the pack running if rates go up. I also feel it is unfair to ask parents to pay more to cover costs in this current climate.”</p>

Don’t know: Of the ‘Don’t Know’ responses (and where explanatory text is provided), what are the main reasons why people are unable to come to a clear decision?

	<p>50 people (14%) said that they did not know if they agreed or disagreed with the proposal.</p> <p>Of these, seven people suggested that the subsidy should remain for certain groups, be phased out or scaled in some way; five people emphasised the impact on communities and importance of community organisations in their responses; and eight people critiqued our process/the consultation itself (see analyst notes).</p>
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Equality Impact Assessment	
Describe any information in the responses which relates to EQIA	<p>Seven people made comments relevant to our EqIA.</p> <p>Of these, three respondents made comments about the proposal particularly impacting on poorer families: “While this is a change that could negatively impact the poor, it is to be hoped that community services can look elsewhere for support, grants, etc. and as a result, this should not have too significant an impact.”, “This will impact less well-off and disadvantaged members of the community who may not be able to pay higher fees”, “I worry that it will be the poorer areas that could be affected?”</p> <p>Four respondents made comments about the impact of the proposal in rural areas: “Schools are at the heart of their community and in a rural area provide, through use by community groups, facilities and activities often for older and vulnerable groups, who otherwise would get unwell, unhealthy and ultimately cost more to look after through the health service. This is an uneconomic choice which will cost us more in the long run.”, “Community organisations perform an invaluable service, especially in rural and deprived areas. The Council should give them all the support it can.”, “As a small rural club the removal of subsidies would hit us very hard.”, “I do not have figures for Norfolk but as we are a rural area with few swimming pools I suspect we are worse than the National figure.”</p>

Analyst notes	
Any other things you think report writers should know when presenting findings	<p>Eleven people critiqued the consultation itself or the consultation process, for example saying that more information/detail was needed or that the consultation was difficult to access. Nine people said more information was needed, including examples or further explanations of the types of groups currently receiving the subsidy. One respondent expressed concern at the way the consultation had been conducted – relying on schools to contact groups who use their facilities to let them know of the proposal to cut the subsidy.</p>

Other Information
<ul style="list-style-type: none"> • There were 362 responses received for this proposal. • 90 people (25%) disagreed with the proposal • 222 people (61%) agreed with the proposal • 50 people (14%) told us that they did not know if they agreed or disagreed with the proposal • The majority of respondents were not part of a community group that currently rents rooms from a school (77%) <p>Summary completed 15.1.15, Business Intelligence and Performance Service</p>

Reduce highways maintenance

Summary of proposal

We are proposing to make a permanent saving on highways maintenance of £385k. We would continue to carry out all urgent works and any works that were needed to keep people safe.

Organisation, group or petition responses

Please describe any petitions received.

No petitions were received.

Please record any groups or organisations which responded.

Group responses were received from:

- Acle Parish Council
- Toftwood infant School
- Swanton Morley Parish Council
- St.Francis Church, Norwich
- Welborne Village Hall
- North Norfolk Older People's Forum
- Thorpe St Andrew Town Council
- Taverham Parish Council
- CPRE Norfolk
- Norwich Swan Swimming Club

Please summarise all petition or group responses.

Six groups disagreed, three groups agreed and one group said that they did not know if they agreed or disagreed with the proposal.

Those that **disagreed** gave various reasons, consistent with those received from individuals described below including: the current condition of roads is perceived to be poor, that the service is valued and important for infrastructure, that the current level of service would be affected badly by a further cut: "further cuts would impact adversely of the already stretched service that highways staff provide". One group commented on NCC's statutory duty to maintain public rights of way: "It is essential to maintain public footpaths and access to the countryside as walking is proven to have beneficial effects on mental and physical well-being. In addition the Council has a statutory duty to maintain public rights of way, so failure to do so is in breach of their obligations."

Those that **agreed** gave various reasons, consistent with those received from individuals described below including: that the current service is delivered inefficiently and agreement with the proposal with the proviso that the pothole repair service is retained.

Looking at all of the responses, are there any consistent, repeated or notable reasons given for people's views in...

Agreeing with the proposal?

54% (205 people) supported the proposal. The main reasons given for agreeing were that it is acceptable so long as safety is not compromised and that the proposed reduction is acceptable because the service is not a

	<p>priority.</p> <p>47 respondents said that they supported the proposal as long as safety was not compromised or that national standards were kept to: “As long as all necessary maintenance was completed and the roads are kept safe and in good condition, I think this is fine.”, “Yes if this can be managed within safety requirements”, “As long as all urgent work and any work that is needed to keep people safe continue to be undertaken I agree for this proposal.”</p> <p>20 respondents said that they supported the proposal because the service is not a priority. This may be because other services are described as being more important, or the maintenance does not seem urgent: “At a time when demand for social care services is increasing, highway maintenance is a lower priority service so I am in favour of this proposal.”, “The works above do not seem urgent.”, “These are non-essential tasks that can be postponed.”, “We need to reduce work which the public generally might see as unnecessary in cost tight times”</p>
Disagreeing with the proposal?	<p>39% (149 people) rejected the proposal. The main reasons for disagreeing were concerns about safety and perceived current poor condition of roads.</p> <p>52 respondents said that they disagreed with the proposal due to concerns about safety. This included concern that poorly maintained roads could lead to more accidents and concern about stopping routine maintenance of safety barriers and not repainting markings in particular: “As someone who lives in a rural area and drives almost everywhere I think this could lead to more accidents.”, “All the proposals seem to compromise the safety of road users.”, “Roads are not excellent now and could become downright dangerous, putting lives at risk.”, “Sounds a bit dangerous to me.”</p> <p>43 respondents cited perceived current poor condition of the roads as a reason for disagreeing with the proposal: “The roads are in a poor state as it is”, “Our roads are already a mess after years of mismanagement.”, “Roads are in bad enough condition already.”, “In my opinion many of the roads in Norfolk are already in a state needing maintenance, thus reducing this does not seem feasible.”</p> <p>24 respondents described the proposal as shortsighted – costing more in the longer term as more costly repairs would be needed if remedial work is not completed: “If you do not do these non-urgent jobs until they become urgent the road users will suffer.”, “Stich in time saves nine applies here - although nothing dramatic will happen in year one the backlog will start to rise rapidly and more money will be needed to get back the previous condition - a short term solution that will come back to bite in later years.”, “Road safety is important and cutting back is counter-productive in requiring major and more expensive repairs to deal with the backlog. Savings should instead be made in major capital schemes such as redesigning junctions, bus lanes, etc.”</p> <p>18 respondents said that they rejected the proposal because the road network is a key or essential service, or a priority using terms like: “valued”, “important”, or “high priority”.</p> <p>14 respondents disagreed with the proposal because of the potential impact on the economy of the county. For example describing the road network as</p>

	important infrastructure to support jobs, education, and tourism: “Highways should be a top priority as it is the infrastructure that provides the life blood to the economy.”, “Highways are essential routes of communication and commerce.”, “Highways are essential to the regional economy - we should be investing in the major arteries to make them faster and safer“, “This is a reckless proposal that could endanger life. It could also have an adverse effect on the local economy.”
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Don’t know: Of the ‘Don’t Know’ responses (and where explanatory text is provided), what are the main reasons why people are unable to come to a clear decision?

	<p>26 people (7%) said that they didn’t know if they agreed or disagreed with the proposal.</p> <p>Seven of these respondents cited concerns about safety.</p> <p>Other reasons given included the view that the proposal is short-sighted and would cost more in the long run (three responses), comments about the importance of roads in a rural county (three responses), and comments that NCC may be open to costly insurance claims as a result of increased damage to cars (two responses).</p>
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Equality Impact Assessment

Describe any information in the responses which relates to EQIA	<p>10 people made comments relevant to our EqIA.</p> <p>All ten of these cited the rural nature of the county as a concern in relation to this proposal, including comments that roads are particularly important in a rural county: “Given the rural nature of much of Norfolk, it would seem that the highways are of elevated importance” and “Maintaining roads to the highest level possible is important in a county that is hugely rural where a lot of people rely on them to get to work/school/etc.”. Others expressed concern that because of the rural nature of the county people rely more on the roads: “People in outlying villages with little public transport rely upon cars to get about. It would depend upon how much things would deteriorate and how long it would be before things would be put right.”, whilst others commented on the current state of rural highways: “Any repair work needs to be carried out sooner rather than later, some of the rural roads are in desperate need of repairs.”</p>
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Analyst notes

Any other things you think report writers should know when presenting findings	<p>Safety was a concern that ran through the responses to this proposal whether respondents agreed or disagreed. Comments about possible increase in road accidents or the roads becoming more dangerous to drive on due to less clear markings. Some stated the proposal was only acceptable if safety was assured</p> <p>Two people critiqued the proposal on the grounds of a lack of clarity about the proposal and confusion about projected savings.</p> <p>12 respondents cited concerns that this proposal could leave NCC open to legal challenge/increase in insurance claims: “I assume the risk of increased claims by road users has been factored in?”, “I think NCC may be at risk of</p>
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	costly insurance claims for some things if repairs are not carried out in a timely manner.”, “Norfolk’s highways are one of the worst cutting its budget even more makes the roads far more dangerous, and more claims against the council will be made”.
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Other Information	
<ul style="list-style-type: none"> • There were 380 responses received for this proposal. • 149 people (39%) disagreed with the proposal • 205 people (54%) agreed with the proposal • 26 people (7%) told us that they did not know if they agreed or disagreed with the proposal • “service user” question not asked for this proposal 	
Summary completed 6.1.15, Business Intelligence and Performance Service	

Charging for parking at Gressenhall Farm and Workhouse

Summary of proposal
We propose to introduce car park charging of between £1 and £2 per car with a view to raising £15,000 over two years (after set-up costs). Charging for car parking is common at museums and visitor attractions across the country.

Organisation, group or petition responses	
<p>Please describe any petitions received.</p> <p>Please record any groups or organisations which responded.</p>	<p>No petitions were received.</p> <p>Responses to this proposal were received from seven groups/organisations:</p> <ul style="list-style-type: none"> • Toftwood infant School • Swanton Morley Parish Council • St.Francis Church, Norwich • Welborne Village Hall • Taverham Parish Council • Beetley Parish Council • Norwich Swan Swimming Club
Please summarise all petition or group responses.	Four groups disagreed with the proposal, two groups agreed with the proposal, and one group said that they did not know if they agreed or disagreed. The reasons groups gave us for accepting or rejecting the proposal were broadly in line with those from individuals described below.

Looking at all of the responses, are there any consistent, repeated or notable reasons given for people’s views in...	
Agreeing with the proposal?	65% (239 people) supported the proposal. The main reasons given for agreeing were because the charge is small or proportionate and because respondents viewed it as usual to pay for parking.

	<p>62 respondents said that the reason they supported the proposal was because it was a small charge – this was referred to as “fair” or “proportionate”, also “acceptable”, “reasonable” or “modest”</p> <p>35 respondents said that they accepted the proposal because it is common or usual to pay for parking at similar attractions, either elsewhere or in Norfolk: “this happens at most other heritage sites”, “Visitors to city centre museums have to pay for parking so I don’t see this as an issue.”, “Most similar attractions charge small amounts for all day parking, e.g. Blickling Hall, coastal car parks”</p>
Disagreeing with the proposal?	<p>30% (110 people) rejected the proposal. The main reasons given for disagreeing were because the charge might lead to fewer visitors or because respondents thought we should raise the entry price instead.</p> <p>37 respondents disagreed with the proposal because they thought it would deter people from visiting the museum leading to a reduction in visitors and revenue: “charging for car parking will stop me from visiting and probably many others”, “the entrance fee is high - a parking charge on top will put people off - I will certainly think twice about going there”, “I wouldn’t pay to park”</p> <p>20 respondents said that they disagreed with the proposal and said that rather than charging for car parking we should raise the ticket price instead, by the same amount, thus saving the investment needed to set up parking ticket machines: “The cost of policing the parking will outweigh the cost of setting it up. Why not put the cost of admission up by one or two pounds.”, “A better alternative would be simply to increase the price of visiting Gressenhall to save an equivalent amount. This would mean that there is no additional cost to the County Council of installing and maintaining pay and display machines. Furthermore, it would mean that the entire saving could be achieved in 2015/16. This would be better value for money.”</p> <p>15 respondents said that they disagreed with the proposal because it was already too expensive to visit Gressenhall: “The Gressenhall entry is quite enough already”, “I consider the entrance charge high at present”, “It’s an expensive place to visit already”, “I have to be honest but Gressenhall is so expensive to get into that I would not consider it for a day out for the family anymore”, “Admission is already very expensive.”</p> <p>13 respondents said that they disagreed with the proposal because the saving is too small, particularly when compared to the cost of setting up the parking ticket machines: “the savings are minimal”, “I’m sure there are better ways of saving only £15,000”, “Savings don’t seem very much compared to initial cost”.</p> <p>12 respondents said that they disagreed with the proposal because the cost of the ticket machines and set up costs are too high: “Pay to park if only £1-2, but why waste all that money on a machine, can’t you employ a person to do the tickets? Then the money will, from the employment go back into the economy?”, “You have not factored in the cost of emptying the meters and banking the takings which seem to me alongside the installation, signage, power and maintenance really do not give value for money.”, “This makes no sense - charging for parking does not generate any savings. It might on the other hand generate some income but deter visitors. Why not charge extra for special events and get exhibitors and stallholders to pay an economic contribution for</p>

	participating. Nothing to install and less small amounts and cash to administer.”, “Not worth the expense of collecting it.”
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Don't know: Of the 'Don't Know' responses (and where explanatory text is provided), what are the main reasons why people are unable to come to a clear decision?	
	<p>19 people (5%) said that they did not know if they agreed or disagreed with the proposal.</p> <p>Five respondents said that they were concerned about the impact on visitor numbers: “Gressenhall is very remote, will it deter visitors to pay for car parking as well as an entry fee?” and “It is already very expensive for visitors to get into the museum at Gressenhall. Adding additional charges would affect families.”</p>

Equality Impact Assessment	
Describe any information in the responses which relates to EQIA	<p>Three respondents made comments relevant to our EqIA.</p> <p>One respondent cited concern about lower income families: “Gressenhall is already very expensive for visitors unless they buy a museums pass and a car park charge further impacts lower income families who want to access museums and heritage. There is no other nearby parking where families could safely park without being charged, so that Gressenhall has the monopoly on visitors' car parking. What a disgusting proposal, shame on you.”</p> <p>One respondent cited concern about getting to Gressenhall without a car: “It's difficult to get to Gressenhall without a car. In effect you are just increasing the admission price.”</p> <p>One respondent cited concern about charging those who are registered disabled for parking: "As long as the charge is modest and is for the whole day I see no problem. One hopes that registered disabled would be exempt?"</p>

Analyst notes	
Any other things you think report writers should know when presenting findings	<p>A small number of people made the point that they think that all museums (and parking) should be free (seven people).</p> <p>In total 15 people questioned the perceived high cost of the ticket machines.</p> <p>In total 25 people said that they thought we should add the charge to the ticket price rather than collecting it separately.</p> <p>One person critiqued the proposal because of a numerical query with the figures we provided in the proposal.</p>

Other Information
<ul style="list-style-type: none"> • There were 368 responses received for this proposal. • 110 people (30%) disagreed with the proposal • 239 people (65%) agreed with the proposal

- 19 people (5%) told us that they did not know if they agreed or disagreed with the proposal.

Summary completed 6.1.15, Business Intelligence and Information Service

One-off sale of antiquarian book stock

Summary of proposal

The sale of old and rare books that do not relate to Norfolk in any way could raise £100,000 at auction (subject to specialist valuation). These books are currently in safe storage and are not available to be loaned out to people. The books are not about Norfolk or by Norfolk authors and do not relate to Norfolk's local history or culture so they are not of value to the service nor to the Norfolk Record Office. As the books are only of specialist interest it is unlikely that we would ever display them. They may however be of interest to collectors of old and unusual editions.

Organisation, group or petition responses

Please describe any petitions received.

No petitions were received.

Please record any groups or organisations which responded.

Six organisations or groups responded:

- Cromer Library Users Group
- Swanton Morley Parish Council
- Taverham Parish Council
- Toftwood Infant School
- Welbourne Village Hall
- Norwich Swan Swimming Club

Please summarise all petition or group responses.

Five organisation/groups agreed with the proposal and one disagreed on the basis that books are public property and should be retained for public use. One parish council which agreed with the proposal requested that the public be given the opportunity to buy the stock.

Looking at all of the responses, are there any consistent, repeated or notable reasons given for people's views in...

Agreeing with the proposal?

76% (290 people) agreed with the proposal for a one-off sale of antiquarian library stock. **The two main reasons for agreeing relate to access and subject matter.**

- 79 people commented on the **lack of access** to the books - "if the vast majority of the people of Norfolk cannot use these books, then they should benefit from their sale".
- 55 people commented on the subject matter saying as the books are **not about Norfolk** it is acceptable to sell them - "because they do not appear to be a vital Norfolk asset or relate to the county"

20 people noted that the sale of antiquarian stock could help to **protect other services.**

	A few people referred to the possibility of retaining public access to the books by making them available through academic libraries or the British Library, or suggested that stock is scanned and stored electronically before it is sold.
Disagreeing with the proposal?	<p>15% (56 people) disagreed with the proposal on grounds of ownership and issues of Norfolk's heritage and cultural value.</p> <ul style="list-style-type: none"> Of the 29 comments received which relate to ownership and heritage, typical examples were: "The counties heritage should not be for sale, it belongs to the future" and "you are custodians not owners". Five people said that the sale would not raise enough money (although it should be noted that the sale value of the stock is not yet known) to offset the negative effects of the loss, or that it wouldn't help with longer term financial challenges - "this is a one-off sale of assets with very low impact".

Don't know: Of the 'Don't Know' responses (and where explanatory text is provided), what are the main reasons why people are unable to come to a clear decision?

	9% (35 people) were unable to reach a decision either way. People referred to concerns about: access for academics and the public, selling off Norfolk's heritage, and the 'one-off' nature of the sale.
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Equality Impact Assessment (EqIA)

Describe any information in the responses which relates to EqIA	No comments relevant to our EqIA were received about this proposal.
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Other information

Any other things you think report writers should know when presenting findings	<p>Over three-quarters (76%) of people who answered this question agreed with the proposal and two clear reasons (no access to books/books not about Norfolk) were given.</p> <p>Ten people critiqued the proposal, wanting further information on which to base a decision or greater detail about which stock might be sold. One person said NCC has no right to sell off community assets and should seek legal advice before proceeding.</p>
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Other Information

<ul style="list-style-type: none"> 381 people responded to this proposal 76% (290) agree, 15% (56) disagree, and 9% (35) don't know. <p>Summary completed 6.1.15, Business Intelligence and Performance Service.</p>

Charge people to visit the Ancient House museum in Thetford in the winter

Summary of proposal

Until 2006 people paid to visit the Ancient House Museum at any time of the year, but this was stopped between October and March to encourage more winter visitors. Reinstating the charge, so that it applies all the year round, would raise £3,000. Schools and certain groups would continue to have free access.

Organisation, group or petition responses

Please describe any petitions received.

No petitions were received.

Please record any groups or organisations which responded.

Four organisation or groups responded:

- Swanton Morley Parish Council
- Taverham Parish Council
- Norwich Swan Swimming Club
- Toftwood Infant School

Please summarise all petition or group responses.

Three of the four groups agreed with the proposal: one gave no reason, one said “wrong decision in 2006” and the other agreed with the proviso that a sliding scale of entry fees was used.

The organisation which disagreed did so because they feel the Ancient House museum is an educational facility and people should be encouraged to use it.

Looking at all of the responses, are there any consistent, repeated or notable reasons given for people’s views in...

Agreeing with the proposal?

73% (239) agreed with the proposal. **The four main reasons for accepting the proposal relate to the size of the charge, practice in other museums, the broader principal of paying, and the non-essential nature of the museum when compared to other services provided by the Council.**

- 46 people said that the proposed charge is small or reasonable: “a small admission charge is acceptable even in winter”/“these charges are very modest”.
- 35 people said that charging entry fees (all year round) is commonly accepted practice: “if the other museums charge for entry why should this one be free?”
- 17 people said that the principle of paying to access leisure facilities is acceptable: “I feel people respect & show value for things more even if they pay nominal fee for things”.
- 11 people said it was appropriate for people to pay for services provided by NCC which were not essential: “this is a discretionary service and

	should provide a profit if it is to be retained in the public sector”.
Disagreeing with the proposal?	<p>19% (63) disagreed with the proposal. The two main reasons for disagreeing were that visitor numbers might fall and the proposal would not generate sufficient income to make the introduction of an increased charge worthwhile.</p> <ul style="list-style-type: none"> • 20 people said a charge would deter visitors and/or local people: “Visitor numbers are likely to fall if charges are introduced.”/“I would not pay to visit”. • 17 people said the benefit of the proposal (raising money) did not offset the disadvantages: “because the sums realised, £500 per month, do not justify possible curtailment of people's access.”/“Not worth the cost of implementing”. <p>It is worth noting that a further nine people who disagreed with this proposal expressed the view that museums should be free.</p>

Don't know: Of the 'Don't Know' responses (and where explanatory text is provided), what are the main reasons why people are unable to come to a clear decision?

	8% (24 people) responded 'don't know' and of these, 11 cited reasons also given by people who disagreed, that is to say, that visitor numbers might fall (five people) and the proposal would not generate sufficient income to make the charge worthwhile (six people).
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Equality Impact Assessment (EqIA)

Describe any information in the responses which relates to EqIA	<p>Two people made comments relevant to our EqIA relating to people on low incomes.</p> <p>Although having low income is not a protected characteristic, the link between increased risk of poverty for those with protected characteristics is well evidenced so references to low income in responses to this proposal have been noted.</p> <p>Two people referred to the need to ensure those on a low income could still access the museum. One person said special free event days should be held and the other stated: “museums should be free, charging people to enter runs the risk of creating social exclusion.”</p>
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Analyst notes

Any other things you think report writers should know when presenting findings	Five people critiqued the proposal, either because they felt they lacked sufficient information to make a decision (three people) or did not understand why a proposal was necessary for such a small saving (two people).
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Other Information

- 326 people responded to this proposal.
- 239 (73%) agreed, 63 (19%) disagreed, 24 (8%) said they did not know ('don't knows').
- Almost three-quarters of respondents (73% - 237) are not service users: around a fifth (22% - 70) are service users.

Summary completed 6.1.15, Business Intelligence and Performance Service.

Reduce Library Staff

Summary of proposal

The Library service has been able to avoid library closures by reorganising staff, such as shared managers, and reducing the number on duty. Further reorganisation and staff reductions could save £80,000 in 2015/16. Most users would be unaffected, but outreach work could be cut back.

Organisation, group or petition responses

Please describe any petitions received.	No petitions were received.
Please record any groups or organisations which responded.	<p>Responses were received from eight groups/organisations:</p> <ul style="list-style-type: none"> • Toftwood infant School • Swanton Morley Parish Council • Cromer Library Users' Group • St.Francis Church, Norwich • Sheringham High School • North Norfolk Older People's Forum • Taverham Parish Council • Norwich Swan Swimming Club
Please summarise all petition or group responses.	<p>Two groups agreed with the proposal, five groups disagreed with the proposal, and one group did not know if they agreed or disagreed.</p> <p>Reasons given by groups for agreeing/disagreeing were in line with those of individuals as described below.</p>

Looking at all of the responses, are there any consistent, repeated or notable reasons given for people's views in...

Agreeing with the proposal?	<p>30% (114 people) accepted the proposal. The main reasons given for agreeing were increasing use of technology means fewer staff are needed and acceptance of reducing staff numbers in order to preserve the service.</p> <p>23 respondents said that they supported the proposal because increased use of technology means library staff are needed less. This included those who said that use of the internet and e-books is a factor and those who mentioned self-service machines in libraries reducing the need for staff: "Greater online</p>
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	<p>availability and e-reading is the future of library services.”, “Virtually automated now”, “Everything is more automated, so there shouldn't be a need for so many staff”, “Can't remember the last time I needed to speak to a member of staff at a library. Self-serve equipment is excellent.”</p> <p>16 people who supported the proposal said that they agreed with the option of reducing library staff because it meant that the service would be protected. This included comments about keeping the service going generally, as well as more specific comments about keeping branch libraries open or maintaining current opening hours. For example: “If as stated it does not affect the opening times of libraries or mobile libraries then why not?”, “On assumption it enables libraries to stay open”, “Assuming the service can be safely delivered then this is reasonable, and better than closing libraries.”, “No one wants to see staff go but if it means the libraries can stay open for the same times then it is the best of a bad choice”</p> <p>11 respondents who agreed with the proposal mentioned using volunteers where possible to reduce the need for paid staff: “I agree reluctantly, but services must be maintained. Volunteers should be used much more widely.” And “Agree if you can use volunteers and computers to make up the gap”</p>
Disagreeing with the proposal?	<p>59% (222 people) rejected the proposal. The main reasons given for disagreeing were about staff: that there are already too few staff in the service or that staff are essential for the service.</p> <p>65 respondents said that they rejected the proposal because there are already too few staff in libraries. Comments included concern about staff lone working, staff being stretched and overworked: “Staff in libraries are obviously stretched already and the service is suffering. The description doesn't really do justice to all the services libraries provide as community spaces“, “If this may mean lone working for staff in smaller libraries I don't think this is a good idea”, “Library staff already have had severe cuts and are struggling to carry out required duties”, “Library staff have been cut to the bare bones, most often there is only ONE member of staff which means the libraries cannot give the service people need. If more staff need to be cut then it must come from the management side not the staff on the floor“, “I suspect staffing is already low and further cuts would impact on services provided to a detrimental degree”</p> <p>64 respondents said they disagreed because the staff are important to the service, should not be cut or are essential to delivery: “Libraries should be an absolutely core service that provides universal access to information, culture, and knowledge. Their effectiveness is not based on books or stock, but on the people who work there”, “A computer terminal cannot engage with a person and give them guidance, or suggest a new author to a child.”, “Staff should not be sacrificed”.</p> <p>30 respondents who rejected the proposal said they disagreed because the library service is a key service, priority or essential. For example: “It's an important service and it needs maintaining.”, “Libraries, learning and reading are at the heart of so many aspects of our lives. Imposing cuts in this area may not at first seem as damaging as losing front-line services in other areas, yet I would argue that the long-term effects can be just as bad. Libraries are access to the whole world of possibilities and ideas. It is through them that people of all ages can find entertainment, inspiration and indeed direction for the next steps in life.</p>

	<p>All of which are essential to the well-being of our community and as such can alleviate pressures on other seemingly more front-line services.”, “Libraries and their staff are essential. Especially as people have less money.”, “Because libraries and books are essential especially for the poor who cannot afford to buy books or pay for the internet”</p> <p>29 respondents who rejected the proposal said they disagreed because the library service has a broader role within communities contributing to personal and social wellbeing: “Libraries are vital to the life of communities. One of the few places that all people can access knowledge and learning with no gateway, unquestioned.”, “Librarians are needed to maintain engagement with libraries - reducing the library service's ability to engage and work with people who need encourage to use the library is sort of self-defeating. A strong library service with ability to engage the community strongly will help create a vibrant community that is wider than the usual suspects who use libraries. If we've got libraries we care about, we need decent levels of staff to keep them alive as community hubs. It'll be sad if austerity destroys libraries a cut at a time.”, “Libraries are a very important part of our community. Please don't damage them.”, “Staff are invaluable to libraries who offer so much more than people realise. They are the hub of the community and are always approachable and can assist with information and help”, “Totally scandalous considering that the service is already pared down to the bone! E.g. the introduction of lone working in some libraries since the austerity measures came in. The government are putting more and more pressure on the public to access information via on public services via the internet, and with certain vulnerable user groups that have no training on the use of PCs, without assistance from library staff people cannot apply for jobs, fill out benefit claim forms, or communicate with friends and family, so potentially are at risk of becoming isolated and losing out on having vital support and information on NCC and welfare services. Potentially leading to a fragmented and vulnerable society, which doesn't fit or sit well with the NCCs idea of an aspirational and cohesive community for Norfolk”.</p> <p>Other frequently cited reasons for disagreeing with the proposal included concerns that the proposed cut would negatively impact on the current service level offered (27 responses), concern that the library service has already been subject to cuts and should not be reduced further (21 responses), and concerns about the impact on the economy including on education, training and skills to access work (16 responses).</p>
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Don't know: Of the 'Don't Know' responses (and where explanatory text is provided), what are the main reasons why people are unable to come to a clear decision?	
	<p>43 people (11%) said that they did not know if they agreed or disagreed with the proposal.</p> <p>Of these, four people were concerned about the loss of jobs as a result of the proposal, Five people critiqued the consultation process (see analyst notes), and ten people made comments about staff, both positive and negative.</p>

Equality Impact Assessment	
Describe any	Fifteen people made comments relevant to our EqIA. These covered a

<p>information in the responses which relates to EQIA</p>	<p>range of concerns about different groups including vulnerable people, those on low incomes, and people living in rural areas.</p> <p>Six people made comments relating to people who are vulnerable. This included concerns about people who are housebound, vulnerable children and adults, people who are illiterate, and people who are isolated without social contact. For example: "Libraries are inaccessible for many - especially the vulnerable, those in remote areas and the housebound so are not a facility which benefits those that the public purse should support", "Library staff already have had severe cuts and are struggling to carry out required duties. Library staff are a lifeline and offer valuable assistance to many in the community, especially vulnerable groups such as children and the elderly.", " In addition, libraries and library staff also support some of the more vulnerable members of society (such as the elderly, illiterate and low-level literacy individuals, as well as the computer-illiterate) by providing necessary human interaction.", "The library staff are already stretched and offer an excellent service to the whole community. They are the hub of a lot of communities with people relying on them for social contact amongst other things."</p> <p>One person made comments relating to people <i>on low incomes</i>: "Libraries should be an absolutely core service that provides universal access to information, culture, and knowledge. Their effectiveness is not based on books or stock, but on the people who work there. Cutting staff is cutting libraries service and hits those who can least afford it."</p> <p>Seven people made comments relevant to our EqlA relating to the rural impact of the proposal, including comments about the importance of outreach in rural areas and the way libraries form important community hubs in rural areas: "Library use is a very valuable service in particular as Norfolk is a rural area it is important to have mobile libraries and outreach projects.", "When you live rurally these things really matter, and they are valued by the whole community.", "Norfolk is a rural county and this proposal will restrict the ability of residents to use libraries. Many elderly do not have access to computers or other technology to obtain literature.", "I think we need libraries, especially in rural areas where they may be people who rely on this service as a lifeline", "Library coverage is very good for a largely rural county and libraries act as important local hubs, and should be protected.". One respondent noted that the service is an important opportunity for employment in rural communities: "Libraries are at the heart of every community and so are the people who help run them. Where else can people get work if not through their local councils especially in such a rural community?"</p> <p>One person made comments relevant to our EqlA about a number of protected characteristics: "Libraries are a lifeline for many people - especially older people, those with disabilities and people without transport in rural communities. Libraries also help educate our children and with a number of special events such as work around Black History Month [and] LGBT History Month contribute to community cohesion."</p>
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Analyst notes	
<p>Any other things you think report writers should</p>	<p>Six people critiqued the consultation itself/the process: five on the grounds of needing more information on which to make a decision and one because it was felt that a paper copy of the consultation in libraries would make it easier for</p>

know when presenting findings	<p>people to reply.</p> <p>Across the proposal as a whole, 16 people commented that they did not want to see the outreach service affected by this cut.</p>
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Other Information	
	<ul style="list-style-type: none"> • There were 379 responses received for this proposal. • 222 people (59%) disagreed with the proposal • 114 people (30%) agreed with the proposal • 43 people (11%) told us that they did not know if they agreed or disagreed with the proposal <ul style="list-style-type: none"> • A high percentage of service users responded to this proposal: 82% of respondents were service users. <p>Summary completed 6.1.15, Business Intelligence and Performance Service.</p>

Reduce funding for arts

Summary of proposal
<p>The proposed reduction in arts grants budget would be in addition to a reduction of £92,250 made last year. In the current year (2013/14) 19 arts organisations receive arts grants from Norfolk County Council's total arts grants budget of just over £250,000.</p>

Organisation, group or petition responses	
<p>Please describe any petitions received.</p> <p>Please record any groups or organisations which responded.</p>	<p>No petitions were received.</p> <p>15 organisation or group responses were received:</p> <ul style="list-style-type: none"> • Cromer Library Users Group • Lead Member on Sustainable Tourism, Broads Authority • Norfolk Country Cottages • Sheringham High School • St Francis Church, Norwich • Swanton Morley Parish Council • Taverham Parish Council • The Garage, Norwich Puppet Theatre, King's Lynn Arts Centre and Sheringham Little Theatre • Toftwood Infant School • Welborne Village Hall • Wells Carnival Ltd • Orchestras Live • The Garage Youth Forum • Creative Arts East • Norwich Swan Swimming Club
Please	11 organisations/groups disagreed; two agreed and two were don't know.

summarise all petition or group responses.	The main reason for disagreeing was a potential negative impact on the economy. The two groups which agreed said the service was not essential and front-line services should be prioritised.
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Looking at all of the responses, are there any consistent, repeated or notable reasons given for people's views in...

Agreeing with the proposal?	<p>139 people (16%) agreed with the proposal to reduce funding for the arts. Two main reasons were given: the non-essential nature of the service and the alternative funding streams.</p> <p>61 people said the arts are not an essential service or are “a luxury”, especially when compared to other services provided by NCC: “this is not a front line service therefore should not be prioritised”. This is not to say that the arts are not appreciated by those who agree with the proposed reduction and many acknowledged deciding where to cut posed difficult choices: “I love that Norfolk has such a range of arts activities and events, but other things are more important. I would rather cut arts than social services”.</p> <p>21 people suggested that arts organisations should seek alternative funding from a range of donors including: the private sector, lottery funding, central government, donations, private individuals or corporate sponsorship.</p> <p>One respondent referred to the Council's duty to prioritise its finances: “Using public money for supporting the arts should only be considered when the council has surplus money after discharging its other duties to the highest standard”.</p>
Disagreeing with the proposal?	<p>714 people (81%) disagreed with the proposal to reduce funding. The two main reasons were anticipated negative effects on community or individual wellbeing (361), and impact on the economy (304).</p> <p>361 people referred to the positive effects the arts can have on the wellbeing of individuals (“arts are vital for all peoples' wellbeing mentally”) and communities: “The Arts are an integral part of our communities, they enable communication and social interaction and sharing of experience. This in turn, makes our communities safer, supportive environments that can reduce the pressure on other resources relied upon for wellbeing issues, crime and safety”.</p> <p>304 people said a reduction in arts funding could have a deleterious impact on the local economy primarily through a reduction in visitor numbers and decline in cultural tourism. The importance of the Norfolk and Norwich festival in attracting visitors to the region was mentioned by many respondents. “Arts within the county are already incredibly limited cutting funds for the limited organisations that exist is short sighted and doesn't take into account the considerable importance of all art forms in raising the profile of the region and of creating economic growth”.</p> <p>206 people made comments about the intrinsic cultural value of the arts and how national and international (eg. UNESCO City of Literature) arts activities can affect perceptions of the region: “Norwich has started to gain a national profile as a cultural centre - a much-needed change from our image as a backwater”.</p>

	<p>62 people noted that the proposed reduction was in addition to previous cuts: “I think arts are probably already underfunded and undervalued, I would not like to see such large cuts in this area, especially after they have been recently cut”.</p> <p>Some respondents consider the arts to be a ‘key service’ (45 people) or important because they are universally available to all (51 people) or a part of children’s future (47 people): “arts organisations provide vital services to the community and are essential cultural and community resources. They are already terribly underfunded”.</p> <p>44 people noted that the arts grant is used to lever in additional (often matched) funding which would not be possible if the grant was reduced and a further 39 people thought the proposed reduction as being short-sighted: “the Arts have already been severely cut in the past. By cutting this even more this would reduce the capacity for 'match funding' from external bodies, meaning that a £150,000 cut on paper, would result in millions of pounds worth of funding not being won”.</p>
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Don’t know: Of the ‘Don’t Know’ responses (and where explanatory text is provided), what are the main reasons why people are unable to come to a clear decision?

	32 people were ‘don’t knows’ although no consensus emerged.
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Equality Impact Assessment (EqIA)

Describe any information in the responses which relates to EqIA	<p>There were 19 comments relevant to our EqIA or relating to protected groups, mostly about vulnerable people: “communities are becoming increasingly isolated with significant repercussions for the disadvantaged, the sick and the elderly. The [Norfolk and Norwich] Festival engage the young with older sectors of the community increasing awareness of the needy. While there may not be direct financial returns to Council coffers from these activities, the benefits in terms of health and education are very significant”. Another respondent referred to the role of the arts in “promoting positive health and well-being (including mental health), [to] the elderly, the young, the disengaged, the minorities, those with special needs, the unfit and the unhealthy”.</p> <p>There were 34 comments about rural provision: “the arts impact on many of our other statutory areas and are proven to be beneficial for mental and physical health. In a rural county such as Norfolk it is even harder for people to access arts, and it is the poor and most vulnerable who miss out”</p>
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Analyst notes

Any other things you think report writers should know when presenting findings	<p>Eleven people critiqued the proposal, wanting more information or further examples on which to base their decision.</p> <p>The ability of arts events to promote positive values within communities was referred to in many of the comments about wellbeing: “Artistic activity, in all its forms, is vital for the health and well-being of everyone and provides a tremendous opportunity to encourage equality and respect diversity in our community”.</p>
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Other Information

- 885 people responded to this proposal.
- 16% (139) agreed, 81% (714) disagreed and 3% (32) were 'don't knows'.

Summary completed 6.1.15, Business Intelligence and Performance Service.

Norfolk County Council's Budget Proposals 2015/16

Equality impact assessments of the proposals



If you need this document in large print, audio, Braille, alternative format or in a different language please contact Neil Howard on 0344 800 8020 or 0344 800 8011 (Textphone).

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Contents

	<i>Page</i>
1. Introduction	3
• About equality impact assessments	
• The purpose of assessments	
• How we equality assess the proposals	
• Key findings	
2. The equality assessments	
• Charging for parking at Gressenhall Farm and Workhouse	5
• One-off sale of antiquarian library stock	7
• Charge people to visit the Ancient House Museum in Thetford in the winter	8
• Reduce library staff	10
• Reduce the Norfolk County Council Arts budget	12
• Remove subsidy we give to schools for community groups using their facilities	17
• Reduce the amount we spend on transport for people who use Adult Social Care services	20
• Reduce highway maintenance	28

Introduction

1. This report summarises the findings of Norfolk County Council's equality assessments of the budget proposals for 2015/16. It also sets out the legal framework for equality assessments, and explains what will happen between now and 16 February 2015, when Full Council will meet to agree the County Council's budget for 2015/16.

About equality assessments

2. Under the Equality Act 2010, the County Council and other public bodies must pay due regard to the 'equality duty' when planning, changing or commissioning services:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Act;
 - Advance equality of opportunity between persons who share a protected characteristic¹ and persons who do not share it;
 - Foster good relations² between persons who share a relevant protected characteristic and persons who do not share it.
3. It is up to public bodies how they implement the duty. However they must be able to provide evidence that full consideration was given to the duty before a decision is made. Equality assessments are an effective way of demonstrating this.

The purpose of an equality assessment

4. The purpose of an equality impact assessment is to identify any potential negative impact a proposal or service change may have on people with protected characteristics. This enables decision-makers to take this into account when making decisions and find ways to avoid or mitigate any negative impact.
5. It will not always be possible to adopt the course of action that will best promote equality. However, equality assessments enable informed decisions to be made, that take into account opportunities to minimise disadvantage.

How the Council assesses the equality impact of the budget proposals

6. The process comprises the following key steps:
 - Public consultation on the proposals is launched – making sure that residents and service users can highlight issues that must be taken into account.
 - The Council gathers evidence on each of the proposals – looking at the service users who might be affected, the findings of related equality assessments and public consultation that has already taken place (such as the Council's 'Big Conversation' and 'Putting People First' strategy) and other relevant data and research.
 - The Council publishes the draft assessments on its budget consultation webpages, to enable members of the public and local groups to consider them and give feedback (November 2014).

- When the Council's public consultation on the 2015/16 budget proposals draws to a close (19 December 2014), the results are analysed. The Council makes sure that any equality impacts highlighted by residents inform the final assessments
- The Council publishes the final equality assessments (January 2015).
- Committees consider the assessments during the January 2015 round of committee meetings as part of their budget papers.
- Full Council considers the findings of equality assessments (along with other important information, such as rural assessments) before meeting on 16 February 2015 to agree the Council's budget for 2015/16.

Key findings of the equality assessments

The assessments indicate that two of the Council's budget proposals (reduce the amount the Council spends on transport for people who use adult social care services and reduce arts grant funding) may have an adverse impact on disabled and older people, and some other marginalised groups:

- The proposal to reduce the amount the Council spends on transport for people who use adult social care services may make life more difficult for some disabled and older people in Norfolk, and in some cases, their carers. Some service users may feel their choices are limited. This may impact on their independence and wellbeing, particularly if they live in a rural community where alternative travel options may be restricted and more costly.
- The proposal to reduce funding for the arts may impact on a range of potentially vulnerable people – such as disabled and older people, people with learning difficulties and people from marginalised communities. This is because people from these groups are particularly targeted by organisations receiving arts grant funding.

The detailed findings of equality assessments are set out on the following pages. Where potential adverse impact has been identified, the assessment recommends an appropriate mitigating action/s for the Committee to consider as part of the decision-making process.

Human rights implications

10. Public authorities in the UK are required to act compatibly with the Human Rights Act 1998. There are no human rights issues arising from the proposals.

Equality impact assessment

Title of proposal:	Charging for parking at Gressenhall Farm and Workhouse
Aims of proposal:	Proposal to start charging for car parking at Gressenhall Farm and Workhouse from 1 April 2015.
Directorate:	Community and Environmental Services
Lead Officer:	Jo Richardson/Neil Howard
Names of other officers/partners involved:	Jennifer Holland, Jo Warr, Steve Miller

Analysis of proposal & potential impact

Overview – more about the proposal

1. We are proposing to start charging for car parking at Gressenhall Farm and Workhouse from 1 April 2015. We would not charge Norfolk Museums Pass holders or Friends of Gressenhall for parking. Blue Badge Holders will still be able to park for free.
2. Based on our current forecasts and visitor numbers, if we were to charge £1 - £2 per car to park for the whole day/visit, we think we could save £15,000 in 2015-16.
3. We would collect this charge by using pay and display machines, or car parking attendants on special event days. If we do introduce parking charges we would need to pay a one-off cost of £10,000 for the car-parking 'pay and display' machines. This cost would be removed in 2016-17. This means that the net saving is £5,000 in 2015-16 and £10,000 in 2016-17.
4. During 2013 – 2014 Gressenhall had 65,000 visitors. If the proposal goes ahead, it is estimated that the number of visitors will stay at 65,000
5. Currently visitors do not have to pay to park when they visit Gressenhall Farm and Workhouse. However, many similar museums and visitor attractions in Norfolk and elsewhere in the UK do charge visitors and other users of their car parks. The proposal would therefore bring Gressenhall in line with other such attractions.

More about Norfolk's Museum's Service

6. Our museums service runs ten museums as well as a schools service delivered to over 40,000 children a year and work with hard-to-reach groups across Norfolk.

Current 2014 ticket prices to visit the museum are:

- Adult: £9.90
- Concession £8.60 (For visitors with disabilities, unwaged, over 65s or those in full time education)
- Young People (4-18): £6.50
- Family ticket (1 adult + all children) £20.00
- Family ticket (2 adults + all children) £29.00

- Free admission for Norfolk Museums Pass holders, Friends of Gressenhall, and children under 4.
- Visitors with disabilities may bring one companion in free.
- Discounts for groups.
- We currently also offer free admission to the Museum Shop and Mardlers' Rest Café on all non-event days.

Analysis – potential impacts

7. At this stage, no significant detrimental or disproportionate impact on people with protected characteristics is identified.
8. If the proposal goes ahead, Blue Badge Holders will still be able to park for free. This is something that disabled people have welcomed in consultation and an acknowledgement of the fact that disabled people tend to fall into lower income groups compared to other people.
9. It should be noted however that disabled residents have told us that due to changes in the eligibility criteria for Blue Badges, there is a rise in the number of people with mobility difficulties who are now unable to obtain a Blue Badge. This may be an issue to take into account in the final decision about this proposal.
10. If the proposal goes ahead, it will be important to ensure that the pay machine procured and its location within the car park is fully accessible.

Action to address any negative impact

	Action/s	Lead	Date
1.	Consideration to be given to the type and location of Pay Machine procured to ensure accessibility	Steve Miller	By 1 April 2015

List of evidence used to conduct analysis

- Relevant legislation: Equality Act 2010 and Public Sector Equality Duty; Human Rights Act 1998
- The findings of public consultation – including feedback from residents and stakeholders in the Council's two most recent budget consultations (the Big Conversation and Putting People First), as well as public consultation on the budget proposals for 2015/16 launched on 5 September 2014.
- Museums attendance figures

Equality impact assessment form

Title of proposal:	One-off sale of antiquarian library stock
Aims of proposal:	To generate an estimated £100,000 in 2015/16 and 2016/17.
Directorate:	Community and Environmental Services
Lead Officer:	Jo Richardson/Neil Howard
Names of other officers/partners involved:	Jennifer Holland, Janet Holden

Analysis of proposal & potential impact

1. We currently own some old and rare books that are in safe storage. We do not lend these books out to people as they are either too valuable or simply 'of their time'. The books are not about Norfolk or by Norfolk authors and do not relate to Norfolk's local history or culture so they are not of value to the service nor to the Norfolk Record Office. As the books are only of specialist interest it is unlikely that we would ever display them. They may however be of interest to collectors of old and unusual editions.
2. We propose to sell a selection of these books at auction. Although we have not yet had them valued by specialist auctioneers we estimate that selling some, with appropriate advice, could raise £100,000 in 2015/16 and 2016/17.
3. At this stage, no significant detrimental or disproportionate impact on people with protected characteristics is identified.
4. The only potential equality implication arising from this proposal might be if any of the books were of particular value to a minority community in Norfolk, for example, relating to the community's culture, history or identity. However, we know this not to be the case.

Action to address any negative impact

N/A

Equality impact assessment

Title of proposal:	Charge people to visit the Ancient House Museum in Thetford in the winter
Aims of proposal:	To raise additional funds by charging people to visit during winter months
Directorate:	Community and Environmental Services
Lead Officer:	Jo Richardson/Neil Howard
Names of other officers/partners involved:	Jennifer Holland, Jo Warr, Steve Miller

Analysis of proposal & potential impact

Overview – more about the proposal

1. People can currently visit the Ancient House Museum in Thetford for free between October and March. The Museum previously charged for admission during this period but stopped charging in 2006 to help the museum grow its visitor numbers. We propose to raise an additional £3,000 in 2015-16 by charging people to visit during these winter months. This estimate is based on our current admission charges and visitor forecasts. The attendance for Ancient House Museum this year is estimated at 8,600 visitors.
2. If this proposal goes ahead we would start charging people in October 2015. Norfolk schools and other key groups including our Teenage History Club will still be able to visit for free. We would also continue to open Ancient House Museum free of charge during the year as part of national events including Museums at Night and Heritage Open Days.
3. Here are our current charges for visiting the Ancient House Museum between April and September. If the proposal goes ahead these charges would apply all year round:
 - Adult: £3.95
 - Concession: £3.40 (Visitors with disabilities, unwaged, over 65s or in full-time education)
 - Child (4-16): £2.30
 - Family Ticket (1 Adult + all your children): £6.50
 - Family Ticket (2 Adults + all your children): £10.00
 - Pop in for a £1: One hour tickets available every day 1 hour before closing time.
 - Free admission: Museum Pass holders, Friends of Ancient House Museum, Children's University members and under 4s, Norfolk schoolchildren.

Analysis – potential impacts

4. At this stage, no significant detrimental or disproportionate impact on people with protected characteristics is identified.

5. Ancient House Museum in Thetford currently operates a concessionary rate for disabled and older people, which is an acknowledgement of the fact that disabled and older people tend to fall into lower income groups compared to other people. This concession would still apply to people charged admission in the winter months. The museum would also continue to offer some days of free entry, for example as part of the national Museums at Night event and Heritage Open Days. This would enable disabled people and other people on low incomes who might not otherwise be able to afford the entry fee to continue to visit the museum.

Action to address any negative impact

No Action Required

List of evidence used to conduct analysis

- Relevant **legislation**: Equality Act 2010 and Public Sector Equality Duty; Human Rights Act 1998
- The findings of **public consultation** – including feedback from residents and stakeholders in the Council's two most recent budget consultations (the Big Conversation and Putting People First), as well as public consultation on the budget proposals for 2015/16 launched on 5 September 2014.

Equality impact assessment

Title of proposal:	Reduce library staff
Aims of proposal:	We need to make further savings of £80k in 2015/16, and we propose to do this through reducing library staff.
Directorate:	Community and Environmental Services
Lead Officer:	Jo Richardson/Neil Howard
Names of other officers/partners involved:	Jennifer Holland, Jan Holden

Analysis of proposal & potential impact

Overview – the proposal in detail

1. Norfolk has 47 libraries and nine mobile libraries. Library staff offer a wide range of advice and support to library users; they help people choose books, find information, learn internet skills, join reading groups and other activities, locate research materials in the library or through interlibrary loans, train volunteers, and create a safe and welcoming environment.
2. As part of our Putting People First strategy, we consulted on proposals to change the way we staff libraries. This has meant that some libraries now share managers and we have reduced the number of staff on duty.
3. We need to make further savings of £80k in 2015/16, and we propose to do this through reducing library staff. Both staff based in libraries and those working on outreach projects may be affected.
4. If our proposal goes ahead, most library users will not be affected. It would not affect opening hours of libraries or mobile libraries. We propose to re-organise staff and reduce staffing on outreach projects. It could mean that there will be fewer staff on duty in some of our libraries, and fewer staff able to work on outreach projects.

Analysis – potential impact

5. At this stage, no significant detrimental or disproportionate impact on people with protected characteristics is identified.
6. The proposal is clear that most library users will not be affected. Members of the public will still have access to libraries in the normal way, although there may be fewer staff to work on outreach projects.
7. If the proposal goes ahead, the amount of work undertaken via activities such as outreach may have to be more focused in the future to ensure the service has the capacity to support such activity. Libraries will use the resources they have available to make sure that staff with the right skills are in the right place to help people whenever possible, to minimise any impact on outreach work and people who particularly need support and help to use the library.

Action to address any negative impact

	Action/s	Lead	Date
1.	Libraries to continue to use the resources they have available to make sure that staff with the right skills are in the right place to help people whenever possible, to minimise any impact on outreach work and people who particularly need support and help to use the library.	Jennifer Holland	From 1 April 2015

List of evidence used to conduct analysis

- Relevant **legislation**: Equality Act 2010 and Public Sector Equality Duty; Human Rights Act 1998
- The findings of public consultation – including feedback from residents and stakeholders in the Council's two most recent budget consultations (the Big Conversation and Putting People First), as well as public consultation on the budget proposals for 2015/16 launched on 5 September 2014.

Equality impact assessment

Title of proposal:	Reduce the Norfolk County Council Arts budget by £150,000 in 2015/16. This will be through a combination of further cuts to the grants programme, and reductions in the other activities of the service.
Aims of proposal:	To reduce the arts budget by £150,000 in 2015/16, to make savings of £150,000 in 2015/16.
Directorate:	Community and Environmental Services
Lead Officer:	Jo Richardson and Neil Howard
Names of other officers/partners involved:	Jennifer Holland, Steve Miller, Laura Cole

Analysis of proposal & potential impact

Overview – about the proposal

1. Last year we reduced our arts grants budget by £92,250. However, we now need to make further savings, reducing our arts budget by a further £150,000. This will be through a combination of further cuts to the grants programme, and reductions in the other activities of the service.

More information about the proposal

2. Arts organisations provide countywide cultural activities that are accessible to residents and visitors alike, and which help to raise the profile of Norfolk as a leading cultural destination to visit and invest in. In 2012 almost 3.4 million tourists and visitors came to Norfolk and in 2013/14, organisations funded by our arts grant budget of £250,480 ran 3,820 events which engaged a total audience of 683,752 people – equivalent to around three-quarters of the county's population. This helped to raise the profile of Norfolk and Norwich locally, nationally and internationally.
3. The Arts make a significant contribution to the local economy. In 2013/14 grant awards of **£250,480** by Norfolk County Council to **19** arts organisations helped to bring in an extra £5,710,382 of external funding, which contributed to an overall income of just over **£22 million**.
4. Additional support from the Council's Arts Project Fund of £20,000 helped 73 small organisations secure match funding of £339,283 from Arts Council England and alternative funders.
5. A recent study by the Local Government Association estimated that for every £1 spent by councils on the arts, leverage from grant aid and partnership working brings up to £4 in additional funding to the area.³

Who the proposal is most likely to affect

6. This proposal will affect arts organisations who receive arts grants from Norfolk County Council, and the groups and communities they work with, many of whom (34% of the total audience figure - see paragraph 10 below) are from potentially vulnerable or disadvantaged backgrounds⁴. For example:
 - The Garage in Norwich focuses the majority of its activity on vulnerable and hard to reach young people, including looked after children and minority groups.
 - Creative Arts East is leading a three-year Arts and Wellbeing partnership programme, which focuses on older people with dementia or at risk of developing dementia and young people, including care leavers and those in transition from Children's Services to Adult Social Care.
7. In 2013/14, the Arts Grant Budget funded organisations provided 418 jobs. It also provided volunteering opportunities for large numbers of people and placements for creative interns and apprenticeships.

What would happen in practice if the proposal goes ahead

8. If we reduce the Arts Grant Budget this could mean:
 - Residents and visitors, including residents and visitors from potentially vulnerable or disadvantaged groups, could have fewer opportunities to participate in arts events.
 - Some arts organisations may find it difficult to get further funding from national funding bodies (e.g. Arts Council England). This is because funding via the Arts Grants budget is a means of enabling organisations to access a wide range of external funding, including public funding such as the lottery, Arts Council England (ACE), and trusts and foundations. Almost all such funds require local authority match-funding and support. Some key sources of arts funding will only give grants if there is support from the local council⁵
 - Some larger organisations may not be able to continue their outreach work with other groups.
 - Norfolk may not be able to compete as successfully for arts funding against other parts of the country.

Looking closely at the profile of service users who may be affected

9. In 2013/14, the 19 arts organisations that received Arts Grants worked with an estimated total of 237,112 people from potentially vulnerable or disadvantaged groups as participants, volunteers, audience members, artists and performers. This includes:
 - 226,790 members of the audience
 - 8,862 participants and volunteers
 - 1,460 artists and performers

10. This figure of 237,112 represents **34%** of the total audience figure of 683,752 for 2013/14.

11. A more detailed breakdown is as follows:

- 99,784 Older People
- 37,508 Rurally Isolated people
- 33,059 People with Physical Disabilities & Sensory Impairment
- 24,367 Children under 5
- 14,416 People with Mental Health issues
- 8,280 Young people at risk in low income/deprived circumstances
- 7,276 People with Learning Difficulties
- 7,337 Young carers
- 1,540 Refugees/people from migrant communities
- 989 People Not in Education, Employment or Training (NEET & PreNEET)
- 771 Looked After Children
- 815 Individual young people with rural and/or socio/economic deprivation
- 510 Young people in challenging circumstances
- 352 People from Black and Minority Ethnic (BAME) groups
- 75 People from traveller communities
- 30 Young mothers and referral families
- 3 School refusers.

Analysis – potential impacts

12. Current data, detailed above, shows that Arts organisations in Norfolk play a key role in delivering outward facing programmes to engage potentially vulnerable and disadvantaged residents in the Arts and promote equality of access. A significant proportion of the Arts Grant Budget – 34% - currently benefits a large number of residents from potentially vulnerable and disadvantaged groups, including disabled and older people, people with learning difficulties, young people and BAME people.
13. Reducing the Arts Grant Budget may reduce opportunities for residents from potentially vulnerable and disadvantaged backgrounds to participate in the arts in Norfolk. This is a significant impact, for a number of reasons. Firstly, evidence suggests that people from these groups are already at risk of social exclusion and isolation, and less likely to participate in the Arts than other people. In addition, they may face a range of barriers to participation – for example, they may be on a lower income and have reduced access to transport and the built environment.
14. It is also important to consider the potential impact in a broader context. Research shows that people from disadvantaged groups face inequalities in a range of areas – for example education, employment, health and civic engagement⁶. The Arts are evidenced to make an important contribution to people's outcomes in these areas. For example, the Department for Culture Media and Sport has found a range of social impacts are significantly associated with both culture and sport engagement, such as:⁷
- 'Health impacts: Those engaging with the arts as an audience member were 5.4% more likely to report good health.
 - Education impacts: Participants in arts are 14.1% more likely to report an intention to go on to further education.

- Economic productivity related impacts: Unemployed people who engage with the arts as an audience member were 12% more likely to have looked for a job in the last four weeks when compared with unemployed people who had not engaged with the arts.
 - Civic participation impacts: People who engage with the arts as an audience member are 6% more likely to have volunteered frequently (once a fortnight or more). Those who engage with the arts as an audience member are also gave £50 per person more in charitable donations over the last year.'
 - Another key area that benefits from arts and culture is wellbeing: 'Experiencing arts and culture has demonstrable impacts on wellbeing both directly and indirectly (e.g. through improved physical health). This is particularly of participatory (as opposed to purely spectator) activities.'⁸
15. Additionally, arts and culture engagement have been linked directly with better subjective wellbeing:
- Various studies show a link between engagement with the arts and higher life satisfaction, controlling for other factors such as income and health. Survey and anecdotal evidence also supports the idea that engagement with the arts is good for wellbeing.
 - Participatory arts such as dance and crafts appear to be somewhat more beneficial than audience arts such as theatre.
 - Arts programmes have also been shown to deliver positive results in various specific contexts, from care home residents to young offenders.
 - Various studies suggest a link between arts activity and community cohesion or social capital, a key driver of wellbeing. There is also evidence that arts activities can help combat loneliness and social isolation, particularly among older people.'⁹
16. The community impact of engagement with the arts organisations that receive Arts Grants is described by users in Appendix 1. This includes quotes from participants from potentially vulnerable and disadvantaged groups.

Fostering social cohesion in Norfolk

17. Arts organisations in Norfolk play a key role in delivering outward facing programmes to foster positive relationships between different communities in Norfolk and provide educative and learning opportunities¹⁰. A reduction in outreach work may impact on this.

Rural issues relating to disability and age

18. Many of the arts organisations that receive Arts Grant funding are based in or service rural communities throughout Norfolk, providing high quality arts provision for rurally isolated communities that they would otherwise find it hard to access. Creative Arts East is a good example of this¹¹. This is another important point to note, because living in a rural location can exacerbate the issues some disabled and older people face – for example, rural isolation and barriers to transport and the built environment¹².

Action to address any negative impact

	Action/s	Lead	Date
1.	Signpost arts organisations to appropriate alternative sources of funding or methods of income generation where available.	Steve Miller	From 1 April 2015
2.	Assist arts organisations to plan effectively to mitigate the effects of funding cuts to their organisation.	Steve Miller	From 1 April 2015

List of evidence used to conduct analysis

- Relevant legislation: Equality Act 2010 and Public Sector Equality Duty; Human Rights Act 1998
- The findings of public consultation – including feedback from residents and stakeholders in the Council's two most recent budget consultations (the Big Conversation and Putting People First), as well as public consultation on the budget proposals for 2015/16 launched on 5 September 2014.

Equality impact assessment

Title of proposal:	Remove subsidy we give to schools for community groups using their facilities
Aims of proposal:	Schools in Norfolk are responsible for their own premises and they are able to rent them out for community groups to use outside of schools hours. We propose to stop this subsidy. This would save £97k in 2015/16.
Directorate:	Children's Services
Lead Officer:	Jo Richardson/Neil Howard
Names of other officers/partners involved:	Gordon Boyd, Alison Everitt

Analysis of proposal & potential impact

Overview – the proposal in more detail

1. Schools in Norfolk are responsible for their own premises and they are able to rent them out for community groups to use outside of schools hours. We currently subsidise schools who keep their rates at a low threshold for community groups. Our subsidy ensures that the schools' costs are fully covered.
2. So far this year 67 schools have registered with us and taken advantage of the subsidy. Of these, 20 are high schools and colleges and 47 are infant, junior and primary schools. That works out at roughly 40% of secondary schools in Norfolk and 14% of primary schools.
3. We pay this subsidy directly to schools to help enable voluntary and community groups to use school facilities.
4. For a school to receive a subsidy it cannot charge above a set threshold. Here are some examples of the threshold rate. All rates include the cost of one caretaker:
 - 1 hour's football pitch hire - £15.28
 - 1 hour's hall hire - £18.40
 - 1 hour's classroom hire - £8.56
5. Any groups running activities specifically for **young people** or **older people** can then benefit from a 15% discount on those rates, and the County Council reimburses the school to cover loss of income from the discount.
6. There is also a 100% subsidy available to Norfolk Schools Association Groups. There is limited take up of this subsidy. This year, six Norfolk Schools Association groups have used school premises and claimed a subsidy. These groups are all providing sports activities

What would happen if the proposal goes ahead

7. If we stopped the subsidy, this would save £97k in 2015/16. This would mean that schools will no longer be able to claim the subsidy and will need to decide whether they pass the increased cost onto the groups hiring their facilities. This is in line with broader changes to school funding, where money is delegated to schools who can then decide how it is spent. This could mean that some schools decide to increase the rate that they charge community groups to use their school. However, it should be noted that under the current system, schools can already increase the rates they charge.

Analysis – potential impact

8. At this stage, no significant detrimental or disproportionate impact on people with protected characteristics is identified. However, there are some issues that should be taken into account before any decisions are made.
9. If the proposal goes ahead and the Council ends the subsidy, some schools may decide to increase the rate that they charge community groups to use their school. This may mean a small increase in cost to some community groups aimed at younger people under 16 and older people over 65.
10. The table below provides some illustrations of what the financial impact of removing the 15% subsidy could be for most community and voluntary groups.

	Typical hourly cost with 15% subsidy	Typical hourly cost without subsidy	Estimated total annual cost of a 3 hour hire per week - with 15% subsidy	Estimated total annual cost of a 3 hour hire per week - without subsidy
Football pitch hire	£12.99	£15.28	£2033.36	£2,391.82
Hall hire	£15.64	£18.40	£2448.17	£2880.20
Classroom hire	£7.28	£8.56	£1139.56	£1339.92

11. Evidence shows that both younger and older people are more likely to be in lower income groups. This means it is possible that some community groups for younger and older people may be unable to afford the increased cost.
12. A small number of consultation respondents have expressed concerns that the proposal could lead to community groups ceasing to run activities or increasing charges to participants. This includes representatives of community groups that would be directly affected by the proposal, and some of these specify that they work with young people, including those who are harder to reach or from ethnic minorities. Several respondents comment that the removal of the subsidy may affect disadvantaged individuals and communities and could prevent people on lower incomes accessing opportunities.
13. Young people and older people experience social exclusion and discrimination in a variety of forms – which is why ‘age’ is a protected characteristic¹³. The nature and extent of this depends on different socio-economic factors – such as where people live and their relative income. Consultation with younger and older people in Norfolk

shows that opportunities for social interaction and learning are regularly highlighted as a priority and an important mechanism for tackling social exclusion. This is particularly the case in rural areas where there might be fewer opportunities for participation.

14. If removing the subsidy may cause difficulties for some older or younger people's groups which currently benefit, it might be possible to help them find alternative ways to operate. This could be explored as a mitigating action.

Action to address any negative impact

	Action/s	Lead	Date
1.	Signpost advice to older or younger people's groups that might consider closing if the subsidy is removed to help them find alternative ways to operate.	Gordon Boyd	From 1 April 2015

List of evidence used to conduct analysis

- Relevant legislation: Equality Act 2010 and Public Sector Equality Duty; Human Rights Act 1998
- The findings of public consultation – including feedback from residents and stakeholders in the Council's two most recent budget consultations (the Big Conversation and Putting People First), as well as public consultation on the budget proposals for 2015/16 launched on 5 September 2014.
- Schools community group registration form to Norfolk County Council
- Norfolk County Council Einstein recording system
- Star accounts finance system

Equality impact assessment

Title of proposal:	Reduce the amount we spend on transport for people who use Adult Social Care services
Aims of proposal:	<ul style="list-style-type: none"> • Ensure that where people have a Motability vehicle or mobility allowance for their transport they are using these. • Meet people's needs locally so that we don't have to pay for them to travel long distances to get their service. • Make more use of community transport services and public transport, where available and people can use them.
Directorate:	Adult Social Services
Lead Officer:	Jo Richardson/Neil Howard
Names of other officers/partners involved:	Janice Dane and Tracy Jessop

Analysis of proposal & potential impact

Overview - about the proposal

1. The County Council currently spends over £7 million each year on providing transport for people who receive social care and social care funding.
2. Last year we asked people's views about a proposal to save £2.1m on transport in 2014-17. The Council agreed this proposal, which meant that we changed the way we allocated personal budget funding for people so that they got less money for transport. Given our financial pressures, we now need to save more money from our transport budget. We are proposing to save an extra:
 - £100,000 in 2015/2016
 - £900,000 in 2016/2017 and
 - £800,000 in 2017/18.
3. We propose to save this money by making sure that where people have a Motability vehicle or mobility allowance for their transport they are using these. We will ask people to use the service that is closest to them if this will meet their needs and if they prefer to use a service that is further away, we would not pay for them to travel there. We will also try harder to meet people's needs locally so that we don't have to pay for them to travel long distances to get their service. We also propose to make more use of community transport services and public transport, where these are available and we think people can use them.

Who the proposal is most likely to affect

4. This proposal will affect people who receive a transport service from Adult Social Care and people who use their personal budget to pay for transport. It will particularly affect older people, disabled people and people with a learning disability.

What would happen in practice if the proposal goes ahead

5. If this proposal goes ahead we would look more closely at transport costs when we assess what social services people need. This means that:
 - We will make sure people are using their Motability vehicle or mobility for their transport.
 - We would ask people to use public transport or community transport where we assess that they are able to do this.
 - We would ask people to use the service that is closest to them if this will meet their needs, for example, their local day centre. If they don't want to use the local service as they prefer to use a service that is further away, we would not pay for them to travel there.
 - If we could not find a service that meets people's needs in their local area we would not automatically pay for them to travel a long way to get the service elsewhere. Instead we would work with the person who needs the service and their carer/s to come up with a more creative solution that involves less travel. For example a group of people in a town could pool their Personal Budgets and pay for a personal assistant to help them access local services rather than travel to a day centre in another town.
 - If we cannot meet people's care needs through the options listed above, we would pay for people's transport through their personal budget.
6. We would start using the new policy from 1 April 2015. We would assess all new service users under the new criteria. We would re-assess existing service users, who use their personal budget to buy transport or who have their transport paid for by the department, at their annual review.

Looking closely at the profile of service users who may be affected

The Transport Plus service

7. The County Council, through the Transport Plus service, arranges transport for social care clients, including those with personal budgets. The service currently supports 2,100 service users, arranging around 568,000 individual journeys each year.
8. A significant number of people (over 39%) using the Transport Plus service are 75+ years old¹⁴. Around 10% of service users are under 30 years of age. This is important to note because research shows that service users may have different transport needs depending on their age¹⁵. For example, young disabled people, particularly those in rural areas, may rely on accessible transport to attend educational and social/leisure opportunities. As people age, they may become less mobile and more reliant on transport. Disabled people of all ages are at risk of social isolation, especially in rural areas¹⁶.

9. Around 50% of people using the transport service are from rural areas. This is an important point to note, as disabled and older people from rural areas are likely to have more complex transport needs than people living in urban areas. They are likely to need to travel further or pay more to get to services than those living in urban areas. In addition, they may have limited public transport options, and the public transport options available may not be accessible.
10. People use the transport service mostly to access day services and day/leisure activities. Other uses include getting to respite care, to colleges and other educational establishments, to visit council offices, places of worship and community hospitals.

People who use personal budgets to pay for transport

11. The Council is not able to record detailed data on all of the things that people spend their personal budgets on and as such isn't able to analyse what journeys everyone might use theirs for. In view of this, the Council has written to everyone receiving a direct payment (and those currently in receipt of a transport service - around 4,000 in total) asking service users for their views, to make sure we fully understand the potential impact of this proposal on these users.
12. Overall, the Council provides personal budgets to around 9,152 people every year. Around 49% of people in receipt of personal budgets are aged 75 and over¹⁷. More women than men (61% vs 39% are in receipt of a personal budget – probably as a result of gender-related mortality trends).
13. 48% of people in receipt of personal budgets are from rural communities¹⁸.

People in receipt of a Motability vehicle or mobility allowance

14. If the proposal goes ahead we will make sure people are using their Motability vehicle or mobility allowance for their transport. Motability vehicles and mobility allowance are paid from Personal Independence Payments (PIP), a new national benefit introduced in April 2013, replacing Disability Living Allowance (DLA) for eligible people aged 16 to 64. PIPs cover 'daily living' and 'mobility'. The mobility component is paid at either a 'higher' rate (£55.25 per week) or a 'lower rate' (£21 per week). People on the higher rate have severe walking difficulties and people on the lower rate need guidance or supervision outdoors.
15. People can choose to exchange their higher rate mobility allowance to lease a car, scooter or powered wheelchair ('Motability vehicles'). PIP's are not means-tested or taxable and can be paid whether people are working or not.
16. The Government estimates that it will be around two years before all eligible people will have transferred to PIP. In view of this the most reliable indication of the number of people in receipt of a Motability vehicle or mobility allowance in Norfolk are the DLA figures for 2012/2013. These figures show that at the last count, around 44,000 people across Norfolk claimed DLA¹⁹, with around half of all claimants falling into the 'higher rate' mobility category²⁰. The majority of higher rate claimants were aged 50+, with a fairly even balance between the number of male and female claimants. Around 48% of recipients lived in rural areas²¹.

Analysis – potential impacts

19. Our analysis suggests this proposal may have an adverse impact on disabled and older people, for the reasons highlighted below:

(a) We will make sure people are using their Motability vehicle or mobility allowance for their transport.

17. This aspect of the proposal may impact on disabled and older people regardless of where they live. However, it may particularly impact upon service users living in rural areas, because people in rural areas may need to travel further to reach services and may have limited access to accessible community or public transport, making accessible travel more challenging and costly. There are similar issues for people receiving the higher rate mobility allowance.
18. Another issue is that Motability vehicles can be used by or for the benefit of the disabled person. This means that in some instances the disabled person does not drive the car – indeed the majority of people with a learning disability are unable to drive - and instead their carer or other family members do, and use the vehicle for shopping, travel to work or other routine activities. For some people this means that their Motability vehicle – and/or their carer - may not be available at certain times.
19. There is also a potential impact on carers, including informal carers. Some carers have said that if people are asked to use their Motability vehicle or mobility allowance to access services instead of arranged transport, informal carers may in many cases be required to drive. Where services are a significant distance from the service user's house this could mean carers having to cover a lot of extra miles in one day. Respondents have suggested that this could lead to carers having to give up other commitments, such as work, or losing valuable respite time.
20. Service users have also highlighted the impact of changing from arranged shared transport to use of a Motability vehicle. Some have suggested that moving from independent travel to being escorted by parents or family members undermines their dignity and independence.

(b) We would ask people to use public transport or community transport where we assess that they are able to do this.

21. Not all public or community transport services will be sufficiently accessible for all disabled and older people to use them. Also, whilst a transport service may be accessible in one direction, this might not be the case for the return journey.
22. The reliability of public and community transport provision is also an issue. For example, the late or non-arrival of a bus may cause discomfort for someone who is unable to stand or sit for long. Service users have highlighted incidents where they have been stranded for several hours waiting for an accessible bus to appear.
23. Some consultation respondents have highlighted the significant extra costs that they might have to incur to use public transport - where a carer would be required to help them access transport the service user would be required not only to pay for their own public transport, but potentially also for the carer's transport. They might have to pay for the carer to accompany them there and back.

24. Consultation with residents shows that the disability awareness of bus drivers has a key role to play in disabled people's confidence in using public transport²². For example, a bus driver with good disability awareness will make sure that a disabled person with communication difficulties does not feel rushed into buying a ticket and has time to make enquiries, and someone with mobility difficulties has time to sit down safely before the vehicle moves off.
25. Consultation with disabled residents in Norfolk shows that fear of hate crime or hostility and discrimination by members of the public is sometimes a factor deterring use of public transport²³.

(c) *We would ask people to use the service that is closest to them that will meet their needs, for example, their local day centre. If they don't want to use the local service as they prefer to use a service that is further away, we would not pay for them to travel there.*

26. Part of the disability rights movement has been to put disabled people at the centre of decision-making about services that affect them. The adage "Nothing about us, without us" arose from disabled people's experiences that decisions were sometimes made on their behalf without their involvement or against their wishes. If the proposal goes ahead, some disabled people may feel they are being allocated a service based on what is 'perceived' as their primary need.
27. A range of complex issues may inform a disabled person's preference about where they go. For example, they may have long-standing friendships with trusted people at a particular venue. It may not be as easy for some disabled people to make and sustain friendships as people who are not disabled. This may be a particular issue for someone with communication difficulties. Disabled people are more likely than non-disabled people to have a limited social network and are at greater risk of social isolation. A disabled person may wish to travel long distances to attend a venue which offers the only social contact they have with others.

(d) *If we could not find a service that meets people's needs in their local area we would not automatically pay for them to travel a long way to get the service elsewhere. Instead we would work with the person who needs the service and their carer/s to come up with a more creative solution that involves less travel. For example a group of people in a town could pool their Personal Budgets and pay for a personal assistant to help them access local services rather than travel to a day centre in another town.*

28. This aspect of the proposal could present disabled people with some genuine opportunities to improve provision in their area and tailor it specifically to their needs. The idea of pooled personal budgets initiatives has been a success in some areas of Norfolk.
29. There might also be an opportunity to use this initiative as a way of supporting service users to become involved in existing mainstream community activities in their area, which might not currently be accessible, but which, with the right intervention, could become accessible and meet service users' needs.
30. There are some issues to take into account in taking this part of the proposal forward. Local venues (eg community centres) in some rural areas of Norfolk may

not be fully accessible to all disabled people. Another issue is that some disabled people may experience fatigue as an effect of their disability, which may limit the investment they are able to make in establishing new initiatives.

31. In taking this forward, plans would need to be in place detailing the resources available to service users in helping them plan and implement initiatives for pooling budgets. For example, support regarding finding a venue; setting up transport; personal budget arrangements; supporting people in setting up a group and putting in appropriate safeguards in case someone became ill or transport failed to arrive. Staff supporting service users in this work will need a range of skills, which, depending on the initiative, could include community development skills.

(e) If we cannot meet people's care needs through the options listed above, we would pay for people's transport through their personal budget.

32. The proposal is clear that if none of the above options are possible, then the Council will pay for people's transport through service users' personal budgets. The main issue here is that some disabled people, particularly those in rural areas, might have complex transport needs and the proportion of their personal budget that may need to be used for transport may be higher than for other people²⁴. This may only affect a small number of service users, but for the purposes of this assessment it is important to highlight.

(f) Other issues

33. Consultation with disabled and older people in Norfolk consistently highlights access to transport as a major enabling factor²⁵ and doorway to participation in education, employment and social opportunities. Disabled people are less likely to achieve in education or gain employment²⁶ than non-disabled people and are at greater risk of social isolation. They are more likely to experience barriers to the built environment and transport and fall into low income groups.

Human Rights implications

34. The impact upon the human rights of individuals affected by this proposal has been considered in relation to the Human Rights Act 1998 and the European Convention of Human Rights.
35. The Convention rights that may apply in relation to individuals affected by this proposal are Article 8 (Right to respect for private and family life). This right is broader than simply protecting personal privacy. It also covers issues such as:
- Being able to maintain and establish relationships with others (including family relationships)
 - Being able to participate in the life of your community
 - Being able to access medical treatment
 - Respecting the confidentiality of personal information
 - Respecting physical and mental well-being
 - Respecting rights to make choices about things that affect the individual
 - Being able access personal information
36. These rights have been carefully considered and it is concluded that they are not engaged in relation to this specific proposal.

Action to address any negative impact

	Action/s	Lead	Date
1.	Work with service users as part of the assessment and review process to identify the social care transport needs and options available to service users, taking their individual needs fully into account.	Janice Dane	From 1 April 2015
2.	Where the assessment process highlights areas of limited accessible community or public transport provision in some parts of the county, which might result in affordability issues or a loss of independence for service users, work with service users to try to find ways to address this, offering where appropriate travel planning support to make sure people are spending as effectively as possible.	Janice Dane	From 1 April 2015
3.	Where the assessment process highlights areas of limited accessible community or public transport provision in some parts of the county, work with commissioners, communities and community transport providers to find opportunities to address this, and inform strategic transport planning, to enable consideration to be given to whether there are opportunities to address this at a strategic level over the medium/long term.	Janice Dane	From 1 April 2015
4.	Provide service users with support to help them plan and establish pooled budgets. Ensure staff supporting service users in this work have the appropriate skills – eg this may include community development skills. Monitor the extent to which service users are able to participate in this initiative.	Janice Dane	From 1 April 2015
5.	Continue ongoing dialogue with transport providers to promote disability awareness and identify where further action can be taken to improve accessibility and increase the confidence of disabled people in using community and public transport.	Tracey Jessop	From 1 April 2015
6.	Monitor the implementation of these mitigating actions, reporting back to the committee at six monthly intervals on progress.	Janice Dane	From 1 April 2015

List of evidence used to conduct analysis

- Relevant **legislation**: Equality Act 2010 and Public Sector Equality Duty; Human Rights Act 1998
- The findings of public consultation – including feedback from residents and stakeholders in the Council's two most recent budget consultations (the Big Conversation and Putting People First), as well as public consultation on the budget proposals for 2015/16 launched on 5 September 2014. As part of this

consultation, the Council has written to everyone receiving a direct payment and those currently in receipt of a transport service - around 4000 in total - asking service users for their views, to make sure we fully understand the potential impact of this proposal on these users. Five consultation events for service users have been held across the county.

Equality impact assessment form

Title of proposal:	Highways Maintenance
Aims of proposal:	Make a permanent saving on highway maintenance
Directorate:	ETD
Lead Officer (author of the proposal):	Jo Richardson/Neil Howard
Names of other officers/partners involved:	Nick Tupper, Sarah Rhoden

Analysis of proposal & potential impact

Overview – about the proposal

1. In 2013/14 our budget for highway maintenance was £24.128m.
2. Last year we asked peoples' views on a proposal to make a one-off saving of £1m on highway maintenance. The council agreed this proposal which meant that our budget for highway maintenance for 2014/15 was £23.128m. However, we now need to save more money from our highway maintenance budget. We are therefore proposing to make a permanent saving on highway maintenance of £385k.
3. If this proposal goes ahead, the total amount we would spend in 2015/16 would be £23.743m. It would also mean that during 2015/16 we would have to reduce the amount of highway maintenance work we do across Norfolk.
4. We would continue to carry out all urgent work and any work that is needed to keep people safe. However, our proposal could mean:
 - It may take longer for some road markings to be re-painted
 - It may take longer for some damaged verges to be repaired
 - We may postpone some bridge maintenance work
 - We may inspect traffic signals less often – although we would still meet national standards
 - We may only repair safety barriers where they have been damaged and postpone our routine maintenance work.

More information about the proposal

5. We have a legal duty to maintain the highway, making it safe for road users and dealing with small repairs to prevent larger defects occurring. We meet this duty through a wide range of activities including pothole repairs, road patching, drain cleaning, grass cutting, sign cleaning, winter maintenance, bridge and culvert repairs and emergency response to incidents on the highway.
6. We prioritise highway maintenance work by looking at the strategic importance of the road and how severe the problem is. This process is set out in Norfolk's Transport Asset Management Plan.

7. We propose to make a permanent cut of £385,000 from highways funding from 2015/16.
8. Here is some more information about what the proposals could mean:
 - **Road markings** - we have an intervention programme for re-painting road markings. We tackle these in order of priority, for example, stop line replacements would take priority over markings that define the edge of a carriage way. It may take longer for some non-urgent road markings to be re-painted.
 - **Verge damage repair** – some non-urgent repairs may need to wait longer than those that we consider urgent because they represent a danger.
 - **Bridge maintenance** – we would continue to complete any urgent works. However, we may postpone some non-urgent bridge works.
 - **Traffic signals** – new traffic signals are more reliable and require less regular inspections. This will mean we will inspect some equipment less frequently. We would carry on making urgent repairs to faulty lights.
 - **Safety barriers** – we would carry on repairing damaged safety barriers but postpone our routine maintenance work.
 - **Grit bins** – we would maintain grit at the same level as in 2014-15. We will continue to inform communities about the best way to use grit during periods of snow and ice as there is currently a tendency for people to use too much.

Analysis – potential impact

9. At this stage, no significant detrimental or disproportionate impact on people with protected characteristics is identified.
10. Although there will be some local community impact around verge aesthetics, there should not be any impact on paths or walkways that disabled people, older people and parents would use to access local services and bus stops.

Action to address any negative impact

No Actions required

List of evidence used to conduct analysis

- Relevant **legislation**: Equality Act 2010 and Public Sector Equality Duty; Human Rights Act 1998
- Highways Act 1980
- PROW (Public Right of Way) maintenance
- County Transport Asset Plan
- The findings of public consultation – including feedback from residents and stakeholders in the Council's two most recent budget consultations (the Big Conversation and Putting People First), as well as public consultation on the budget proposals for 2015/16 launched on 5 September 2014.

1 The **protected characteristics** are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

Having due regard to the need to advance equality of opportunity might mean:

- (a) Removing or minimizing disadvantages suffered by people who share a relevant protected characteristic that are connected to that characteristic;
- (b) Taking steps to meet the needs of people who share a relevant protected characteristic that are different from the needs of others;
- (c) Encouraging people who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such people is disproportionately low.

2 Having due regard to the need to foster good relations between people and communities involves having due regard, in particular, to the need to (a) tackle prejudice, and (b) promote understanding.

³ LGA 2013, Driving Growth through local authority investment in the arts, http://www.local.gov.uk/c/document_library/get_file?uuid=5d54ddf4-1025-4720-810a-fd077d5dbf5b&groupId=10180

⁴ People from potentially vulnerable or disadvantaged backgrounds may have one or more 'protected characteristics'; these include age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

⁵ The importance of this partnership between Arts Council England and local authorities is explained in the following quote: *'The Arts Council cannot make up any shortfall in local authority funding. We place immense value on our relationship with local government, and we want to work with those local authorities that continue to value and invest in arts and culture. In practical terms, this means developing sustainable long-term partnerships with local government where there is a shared agenda for the arts – where the arts are understood as key to a community's well-being and prosperity and where there is alignment with our goals.'*

Ed Vaizey MP, Minister of State at the Department for Culture, Media and Sport and the Department for Business, Innovation and Skills, with responsibility for digital industries, recently advised the Department for Culture Media and Sport Committee into the Work of Arts Council England, that: 'It is important that the Arts Council does stress to local authorities it is there as a partner, rather than a funder of last resort—somebody to bail out arts organisations that the local authorities are walking away from.'

6 Fairness & Freedom: The Final Report of the Equalities Review, Cabinet Office, 2007

7 DCMS, Quantifying the Social Impacts of Culture and Sport, Department for Culture Media and Sport, April 2014
[www.gov.uk/government/uploads/system/uploads/attachment_data/file/304897/Quantifying the Social Impacts of Culture and Sport.docx](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/304897/Quantifying_the_Social_Impacts_of_Culture_and_Sport.docx)

⁸ Page 7, Wellbeing in Four Policy Areas: Report by the All-party Parliamentary Group on Wellbeing Economics & New Economics Foundation (NEF), Sept 2014,
http://b.3cdn.net/nefoundation/ccdf9782b6d8700f7c_lcm6i2ed7.pdf

⁹ Page 37, Wellbeing in Four Policy Areas: Report by the All-party Parliamentary Group on Wellbeing Economics & New Economics Foundation (NEF), Sept 2014,
http://b.3cdn.net/nefoundation/ccdf9782b6d8700f7c_lcm6i2ed7.pdf

¹⁰ 'Participation in the arts can contribute to community cohesion, reduce social exclusion and isolation and make communities feel safer and stronger.' - Page 97, Create, A journal of perspectives on the value of art and culture, Arts Council England, 2014,
[http://www.artscouncil.org.uk/media/uploads/value-sota-create/Create Digital Singles V1.pdf](http://www.artscouncil.org.uk/media/uploads/value-sota-create/Create_Digital_Singles_V1.pdf)

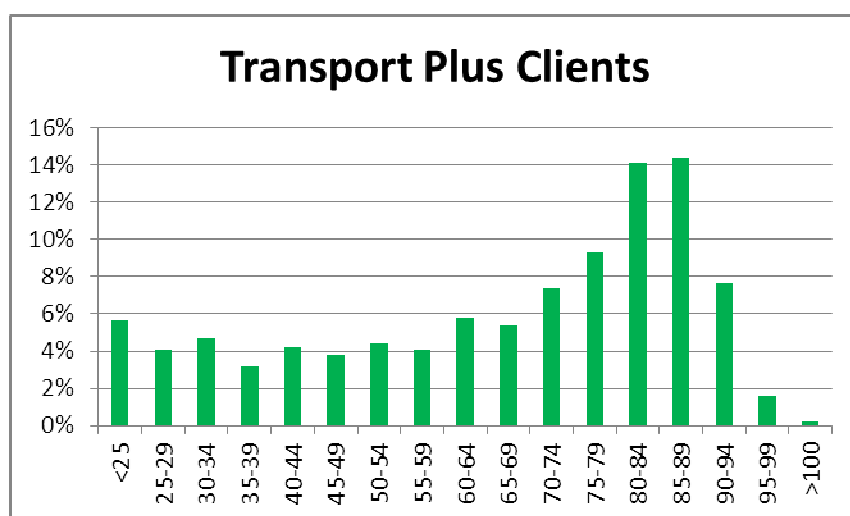
¹¹ Through their rural touring programme they work in partnership with local volunteers to bring professional theatre, music, cinema and cultural opportunities to rural and disadvantaged communities across Norfolk, Suffolk and the East. A participant in the CAE Live scheme commented: *'The events my family, friends and I have attended have all been wonderful and have brought the whole community together. Without these events, the village communities would be even more isolated.* Comment from Creative Arts East website:

<http://www.creativeartseast.co.uk/live-performance/>

¹² Page 37, Wellbeing in Four Policy Areas: Report by the All-party Parliamentary Group on Wellbeing Economics & New Economics Foundation (NEF), Sept 2014, http://b3cdn.net/nefoundation/ccdf9782b6d8700f7c_lcm6i2ed7.pdf; *Arts and cultural provision can have a positive impact on specific health conditions such as: dementia, Parkinson's and depression.* Page 97, Create, A journal of perspectives on the value of art and culture, Arts Council England, 2014, http://www.artscouncil.org.uk/media/uploads/value-sota-create/Create_Digital_Singles_V1.pdf; Evidence shows that disabled people are more likely than non-disabled people to experience barriers to participation in arts: *'disabled audiences' patterns of engagement are largely dictated by practical factors (such as access and transport) which, unaddressed, can become barriers*. Page 21, Equality and diversity within the arts and cultural sector in England, Evidence and literature review final report, Arts council England, September 2014, http://www.artscouncil.org.uk/media/uploads/Equality_and_diversity_within_the_arts_and_cultural_sector_in_England.pdf

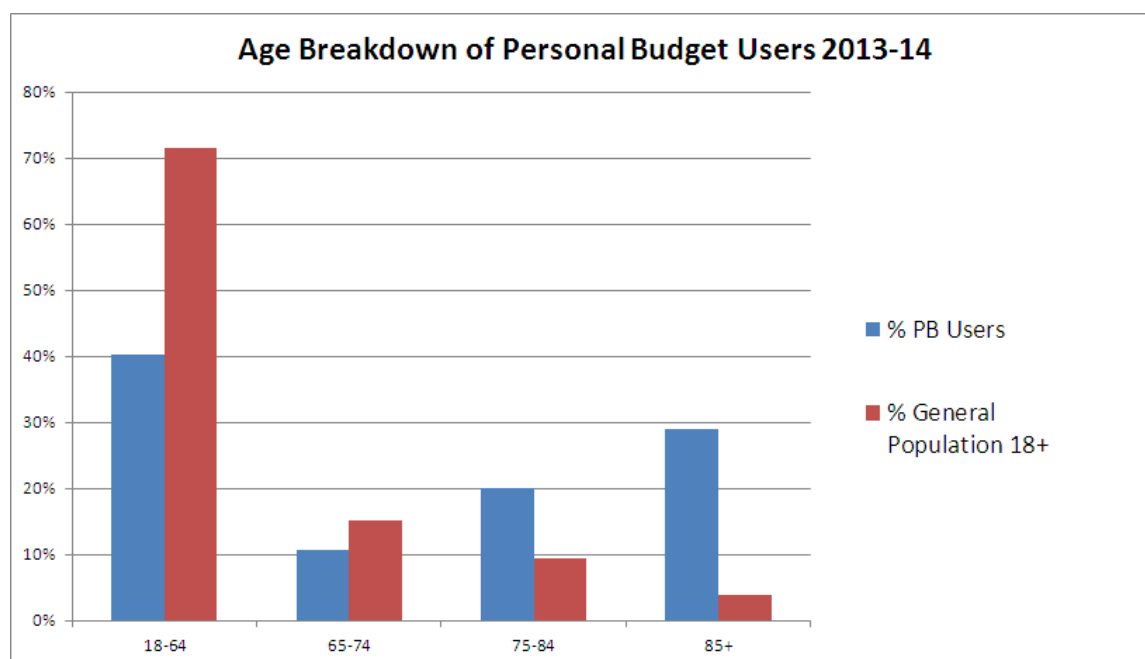
13 The Equality Act 2010

14 Age of Transport Plus Clients: (latest data available on 24 November 2014)

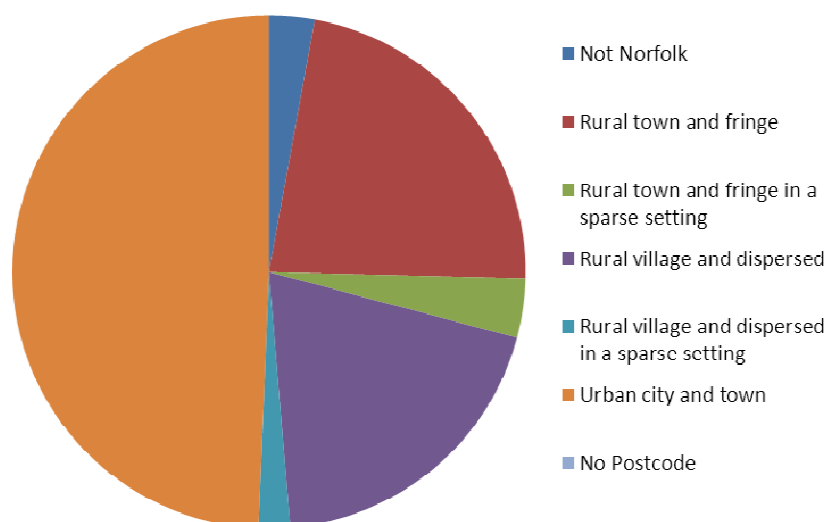


15 Travel behaviour, experiences and aspirations of disabled people, Department for Transport, 2008; Young People with Special Educational Needs/Learning Difficulties and Disabilities: Research into Planning for Adult Life and Services, LG Group Research Report, Martin, K., Hart, R., White, R. and Sharp, C, September 2011

16 Preventing loneliness and social isolation: interventions and outcomes, Karen Windle, Jennifer Francis and Caroline Coomber, Social Care Institute for Excellence, 2001



18 Personal budget users in 2012-13 by where they live



¹⁹ Department for Work & Pensions

²⁰ DLA higher rate mobility claimants, February 2013 data

Age	Total	Male	Female
All ages	21,920	10,080	11,830
Aged 16-24	530	300	230
Aged 25-49	4,220	1,810,	2,410
Aged 50-64	7,880	3,450	4,230
Aged 65+	8,780	4,120	4,860

²¹ Department for Work & Pensions

-
- 22 Norfolk County Council Disability Pilot Project 2010
 - 23 Norfolk County Council Disability Pilot Project 2010
 - 24 Priced out: ending the financial penalty of disability by 2020, SCOPE, 2014
 - 25 Norfolk County Council Disability Pilot Project 2010
 - 26 Fairness & Freedom: The Final Report of the Equalities Review, Cabinet Office, 2007



Norfolk County Council

Norfolk County Council's Budget Proposals 2015/16

Rural impact assessment of the proposals

**With thanks to the Norfolk Rural Community Council
for advice on methodology and approach**

www.norfolkrcc.org.uk/

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Norfolk County Council

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Contents

	<i>Page</i>
1. Introduction	3
• About rural impact assessment	
• Methodology & approach	
2. Norfolk's rural demography	5
• Some facts about rural Norfolk	
3. Norfolk's key rural issues	15
4. The rural impact assessment - initial screening	17
5. Rural impact assessment - findings	18
• Findings related to efficiency proposals	
• Findings related to proposals requiring consultation	
6. Conclusion and next steps	35

1. Introduction

1.1 About rural impact assessment

- 1.1.1 Norfolk is a rural county with 53% of its population designated as rural and only two districts, Great Yarmouth and Norwich, which are primarily urban. This means that addressing rural issues is central to sound strategic planning, and it is important that the Council considers the impact of new proposals, service redesign or commissioning decisions on rural areas.
- 1.1.2 'Rural proofing' seeks to achieve effective and successful outcomes for communities, businesses and individuals, regardless of their size or location, by embedding a local focus in policy making, service design and commissioning.
- 1.1.3 Rural impact assessment assesses whether changes to policy or service delivery may have a disproportionate and/or significantly detrimental impact on rural areas and is a critical part of the rural proofing process.
- 1.1.4 When it is effective, rural impact assessment should:
- Highlight any potential for rural communities to be disadvantaged;
 - Enable the Council to take full account of differences related to 'place' and the different impacts a proposal may have in different settings, particularly with regard to cost, accessibility and outcomes of service provision;
 - In appropriate cases, recommend actions that may help to mitigate any identified disproportionate rural impacts e.g. unintended gaps in service accessibility;
 - Identify opportunities to discuss with communities and neighbourhoods how best use can be made of all available local resources and assets to mitigate rural impacts.

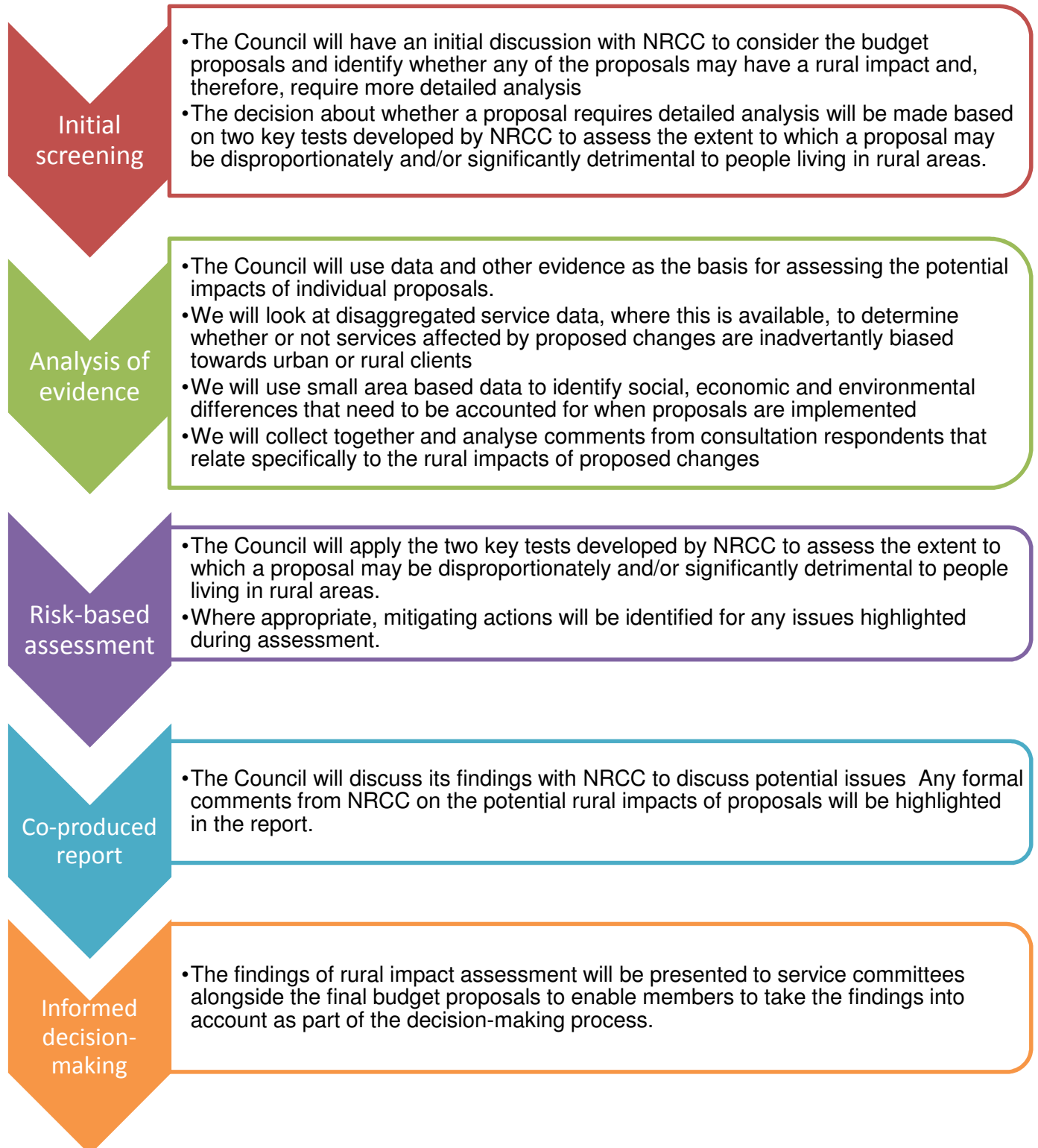
1.2 Methodology & approach to rural impact assessment

- 1.2.1 To ensure that any changes the Council is considering making as part of the budget process for 2015/16 take into account the needs and interests of rural people, communities and businesses, the Council has worked with the Norfolk Rural Community Council (Norfolk RCC) to agree a methodology for rural impact assessment.
- 1.2.2 Norfolk RCC is an independent charity and one of 38 that make up the national Rural Community Council Network, supported by a national body ACRE. Norfolk RCC lobbies on rural issues at a strategic level, providing a voice for rural communities in Norfolk.

1.2.4 Norfolk County Council is grateful for the support of Norfolk RCC in co-producing the rural impact assessment. This assessment relates to whether proposals may have a disproportionate and/or significantly detrimental impact on rural areas. Norfolk RCC will submit separately into the consultation process its views on the wider implications of proposals.

1.2.5 The approach the Council and Norfolk RCC have agreed is set out below.

1.3 Summary of methodology for rural impact assessment:



2. Norfolk's rural demography

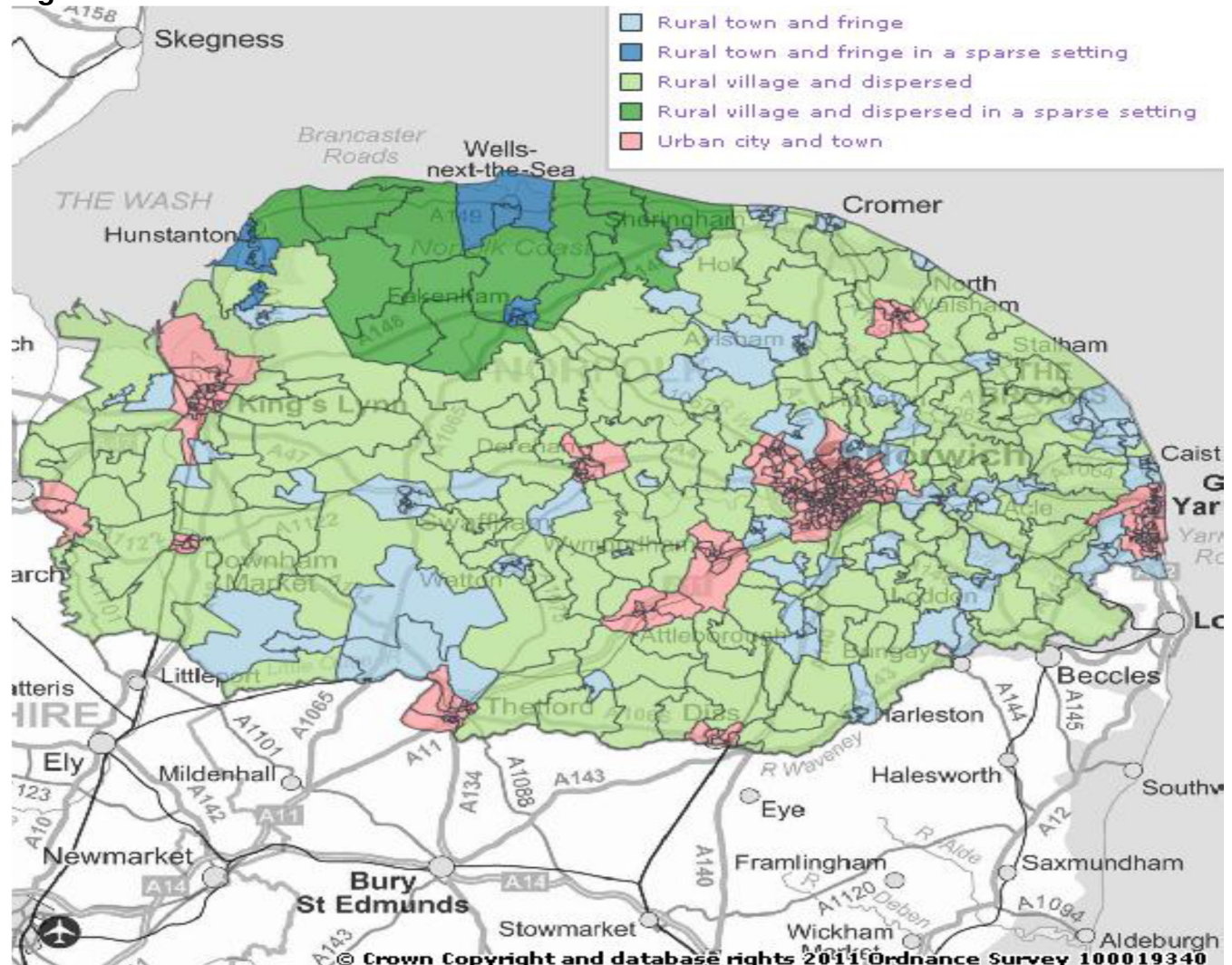
2.1 How much of Norfolk is rural? ¹

2.1.1 Lower Super Output Areas (LSOAs) are geographical units built from joining together clusters of adjacent postcodes. They are used as a way of breaking geographical areas up into neighbourhoods with an average population of 1,500 for statistical reporting.

2.1.2 Each LSOA in England has a rural or urban classification based on the classifications of the smaller Output Areas (OAs) that they are made up of. If an Output Area is allocated to a built up area with a population of more than 10,000 it is considered to be urban. Figure 1, below, shows the rural/urban classifications of all of Norfolk's 530 LSOAs.

2.1.3 **Figure 1** shows Norfolk to be extremely rural, in particular with a good many sparse rural areas in the north of the county.

Figure 1



¹ The information in this section is drawn from Norfolk County Council's 'Norfolk's Story' report, version 5.0, published August 2014, unless stated otherwise.

2.1.4 **Table 1** shows in more detail how Norfolk's population and land area are divided between each of the area types. Norfolk's land area is around 95% rural, including smaller towns and their fringes, villages and hamlets, and this area is home to a little over half of the county's population.

2.1.5 The concept of sparsity is essentially one of population density. Around 78% of the county is classed as less sparse, though this includes 92% of the population. Areas classed as sparse, over a fifth of the county, have a density of population that by definition is quite low.

Table 1: Norfolk urban and rural area types, mid-2010

Wider area type	Narrower area type	Mid-2010 population	% of mid-2010 population	% of total land area
Urban	Urban - less sparse	409,800	47.5	5.7
	Urban - sparse	0	0.0	0.0
Rural	Town & fringe - less sparse	147,900	17.2	9.1
	Town & fringe - sparse	37,300	4.3	4.2
	Village, etc* - less sparse	233,100	27.0	63.4
	Village, etc* - sparse	34,300	4.0	17.6
Urban		409,800	47.5	5.7
Rural		452,500	52.5	94.3
Less sparse		790,800	91.7	78.2
Sparse		71,600	8.3	21.8
Total		862,300	100.0	100.0

* Note: 'Village etc' means villages, hamlets and isolated dwellings

Source: ONS mid-2010 population estimates, and land areas (2001 Census Table UV2)

2.1.6 Delivering services to people in sparse areas is likely to be challenging and more costly. Any proposals to make savings on the costs of delivering services may need to consider arrangements for people living in sparse areas to make sure they are not disproportionately affected.

Research conducted by Oxford Consultants for Social Inclusion (OCSI) for ACRE in 2011² shows that Rural Norfolk has a higher proportion households particularly vulnerable to exclusion compared to rural England as a whole. This includes in rural areas of Norfolk 6,820 lone parent households and 28,795 pensioners who live alone.

² 'The rural share of deprivation in Norfolk', v1.1, published March 2011, ©ACRE/RCAN/OCSI 2011

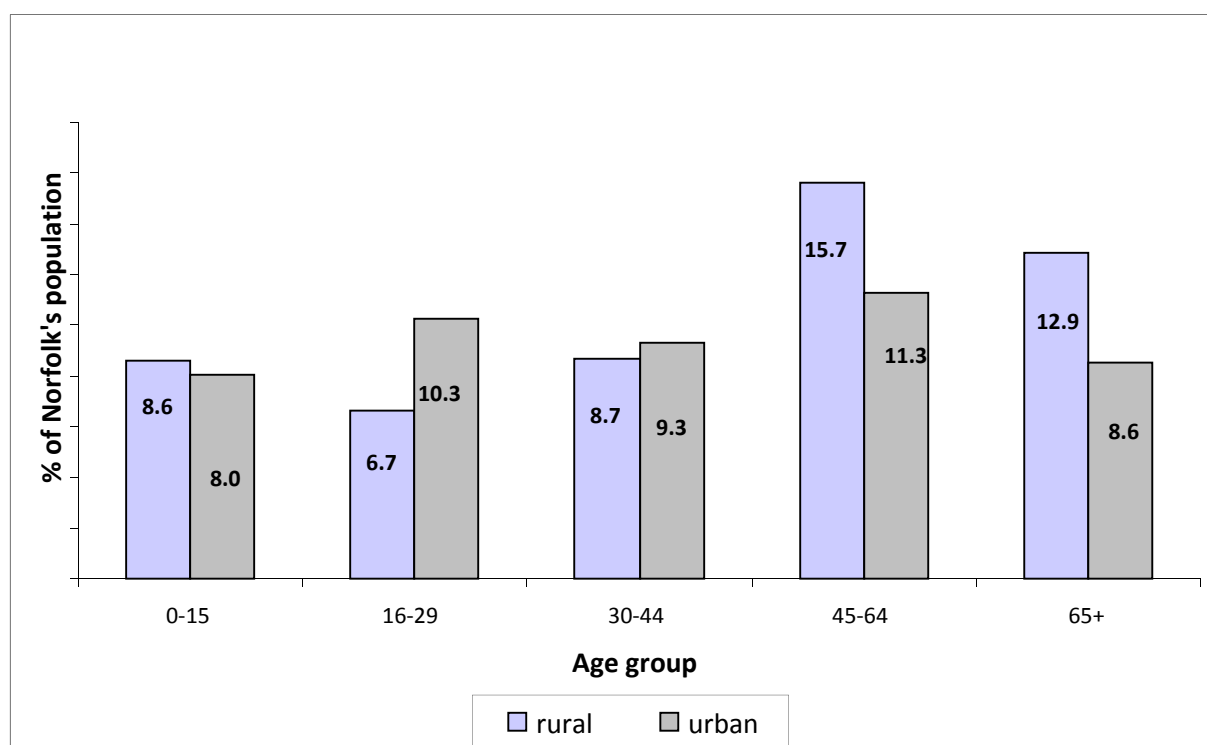
2.2 Is there a different population profile in rural areas? (3)

2.2.1 There are some differences in the age profiles of Norfolk's urban and rural population.

2.2.2 **Figure 2** shows that middle aged (45-64) and older people (65+) are more likely to be found in rural as opposed to urban areas. Younger adults (16-29) are more likely to be found in urban areas.

2.2.3 It is also worth noting that 60% of people of pensionable age live in rural areas.

Figure 2: Rural and urban population of Norfolk by age, mid-2010



Note: the sum of all the bars is 100 per cent of the Norfolk population

Source: ONS mid-2010 population estimates

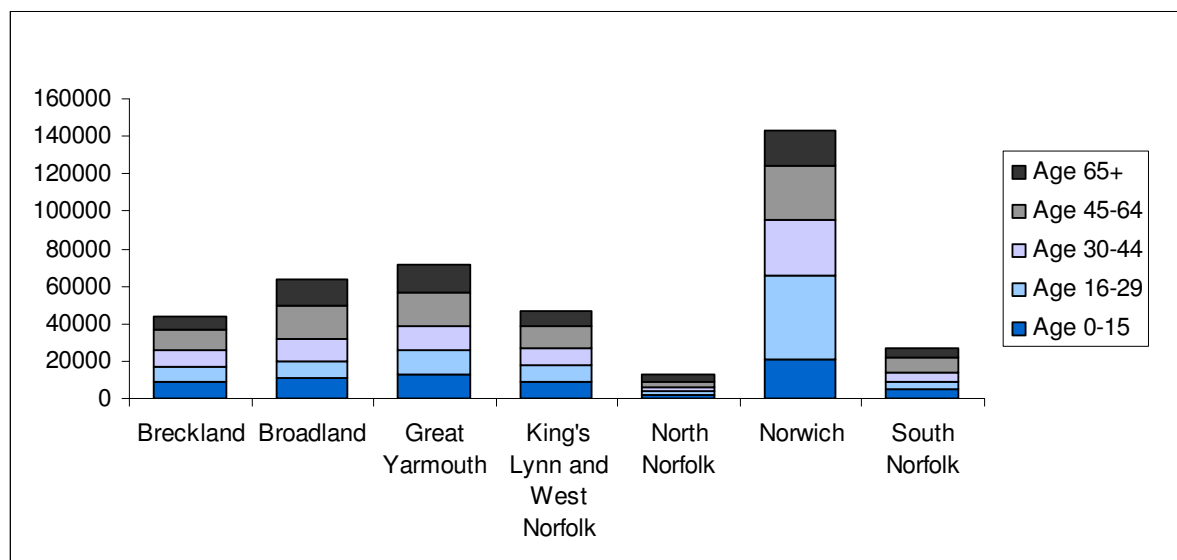
2.2.4 There are some variations at local authority area level. **Figures 3 and 4** compare the age structure of Norfolk's urban and rural areas by district.

2.2.5 **Figure 3** shows there is a very large number of 16-29 year olds in Norwich, which is entirely urban. That is the main reason why there are more people in this age group in Norfolk categorized as being in urban rather than rural areas.

2.2.6 **Figure 4** shows that the 45-64 and 65 and over age groups are typically greater in number in the rural parts of each area than the urban parts.

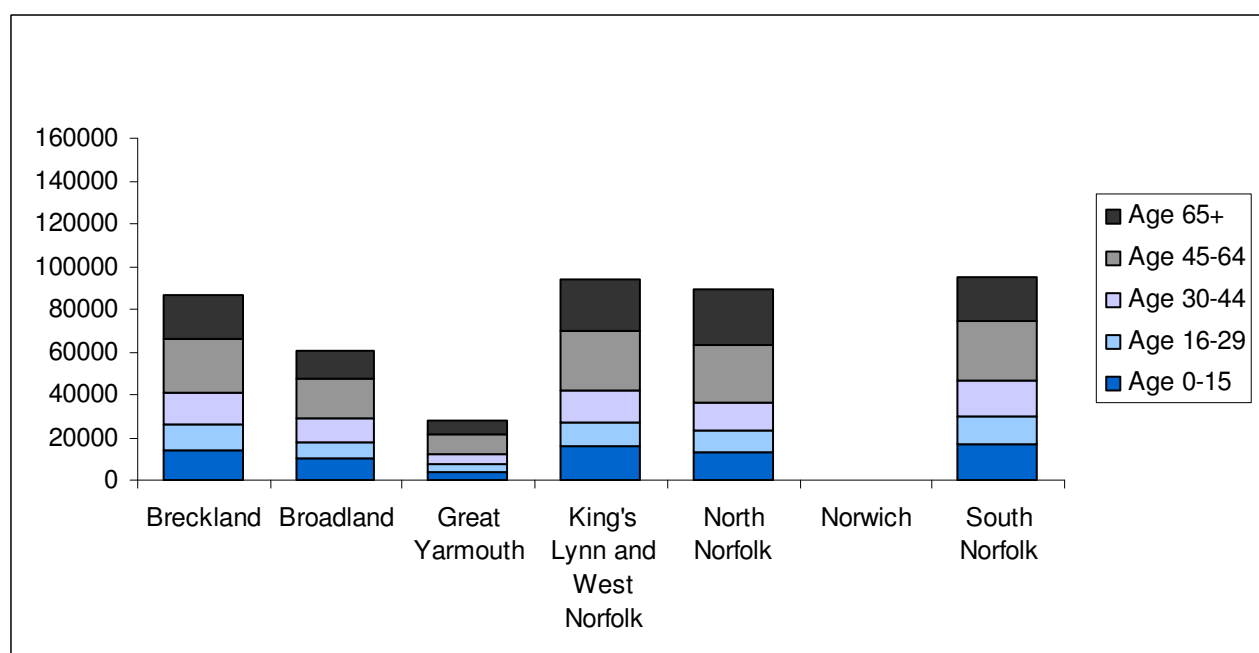
³ The information in this section is drawn from Norfolk County Council's 'Norfolk's Story' report, version 5.0, published August 2014, unless stated otherwise.

Figure 3: Age structure of urban areas, mid-2010



Source: ONS mid-2010 population estimates

Figure 4: Age structure of rural areas, mid-2010



Source: ONS mid-2010 population estimates

The information in this section shows that generally there are marked differences between Norfolk's urban and rural populations when we look at broad age range. This information may influence decisions about access to services and resource allocation, though it should be noted that not everyone classed as 'older', for example, needs the same level of assistance or care.

2.3 What quality of life do people living in Norfolk's rural areas experience?⁴

2.3.1 Deprivation

2.3.1.1 People living on a low income are among the most deprived groups in society and are likely to experience a lower quality of life than people on higher incomes.

2.3.1.2 Research conducted by Oxford Consultants for Social Inclusion (OCSI) for ACRE in 2011 shows that the rural share of deprivation in Norfolk is larger than is typically understood.

2.3.1.3 Here are some of the headlines from their report:

- 30,185 people of working age in rural areas are receiving some form of DWP benefit – 42.3% of total claimants across Norfolk.
- 47,360 people in rural areas are income deprived – 42.7% of Norfolk's total
- The number of people receiving 'out of work' benefits (JSA and IB) in rural areas is 19,125 – 41.7% of the total across Norfolk
- 9,995 children in rural areas live in income deprived households - 37.6% of the total across Norfolk
- 99,705 adults in rural areas have no qualifications – 53.5% of Norfolk's total
- 11,290 rural households lack central heating – 47.0% of Norfolk's total

2.3.1.4 **Figure 5** indicates that the rural share of deprivation in Norfolk is high compared to regional and national figures:

⁴ The information in this section is drawn from 'The rural share of deprivation in Norfolk', v1.1, published March 2011, ©ACRE/RCAN/OCSI 2011, unless otherwise stated.

Figure 5

The proportion of people experiencing deprivation or low income that live in rural areas in Norfolk (rural share)

	Norfolk - Rural		East of England - Rural		England - Rural	
	N	% share	N	% share	N	% share
Total People	452,270	53.2	1,756,635	30.7	9,803,535	19.1
Working-age client group	30,185	42.3	99,235	22.6	592,525	12.0
Income Support (IS) claimants	7,850	36.4	25,235	18.4	147,590	9.0
People who are "income deprived"	47,360	42.7	147,520	22.2	859,850	10.9
Children living in income deprived households	9,995	37.6	33,930	18.7	195,930	9.0
Pension Credit claimants	22,670	51.9	66,840	29.4	372,675	16.3

Source: DWP 2009, CLG 2007. 'Share' refers to the proportion of the total population (on an indicator) that live in rural areas.

2.3.2 Health

- 2.3.2.1 Health is a key determinant of quality of life, not least because poor health can affect an individual's ability to work and earn income.
- 2.3.2.2 **Figure 6** shows that about half of the people in Norfolk who have limiting long-term illnesses or permanent disabilities live in rural areas.
- 2.3.2.3 It also shows that the rural share of limiting long term illness and permanent disability is higher in Norfolk compared to regional and national figures.
- 2.3.2.4 Not surprisingly, given the older age profile of Norfolk's rural areas, the majority (56.3%) of people receiving Attendance Allowance (56.3%) are also shown to live in rural areas.

Figure 6

Proportion of people by key health condition living in rural areas in Norfolk (rural share)						
	Norfolk - Rural		East of England - Rural		England - Rural	
	N	% share	N	% share	N	% share
All people	452,270	53.2	1,756,635	30.7	9,803,535	19.1
People with a limiting long-term illness (aged 0-64)	38,155	50.8	127,720	28.9	771,295	16.4
Working age adults who are permanently sick or disabled	13,945	48.9	40,675	26.8	272,355	14.4
Attendance Allowance claimants	16,150	56.3	51,190	31.3	297,620	20.1
Disability Living Allowance claimants	19,080	48.0	59,580	26.7	375,465	14.8
Source: DWP 2009, Census 2001. 'Share' refers to the proportion of the total population (on an indicator) that live in rural areas.						

2.3.3 Access to services⁵

- 2.3.3.1 Access to services, or lack of access, can have a significant impact on the quality of life that people in rural communities experience. Where transport is inadequate and necessary services such as hospitals, education, work or shops are not easily accessible, there is a risk of social exclusion.
- 2.3.3.2 Poor access is especially likely to present difficulties for people who do not have use of a car or have limited mobility, lone parents and older people.
- 2.3.3.3 For each of the following key services, the proportion of households in rural Norfolk that live more than 2km away is higher than the regional and national figures:
- Cashpoint - 40.4%
 - GP (all) – 47.6%
 - GP (principal) – 56.1%
 - Primary schools – 13.7%
 - Supermarket – 68.1%
 - Petrol station – 50.9%
 - Pub – 15.6%

⁵ The information in this section is drawn from 'Access to services in Norfolk', v1.1, published March 2011, ©ACRE/RCAN/OCSI 2011, unless otherwise stated.

- 2.3.3.4 **Figure 7** shows that the majority of the households in Norfolk that are situated a long way from key amenities such as places of work, job centres and secondary schools are based in rural areas.
- 2.3.3.5 This clearly has an impact on people's working arrangements as the majority of people who work from home live in rural areas and 66.3% of all self-employed people across Norfolk live in rural areas.⁶
- 2.3.3.6 This could explain why close to two thirds of VAT registered enterprises in the county are located in rural locations and 90% of them employ fewer than ten people.

Figure 7

The proportion of people living in rural areas in Norfolk (rural share) - distance to work and amenities indicators

	Norfolk - Rural		East of England - Rural		England - Rural	
	N	% share	N	% share	N	% share
People aged 16-74	193,810	54.0	797,380	30.9	4,433,315	19.8
Households with no car or van	26,065	36.6	86,325	19.5	537,450	9.8
Working at home	24,940	66.7	99,600	40.9	605,920	29.5
Travelling more than 10 km to work	7,245	57.3	36,870	40.5	171,520	28.2
Households 6+km from principal GP site	4,850	100.0	7,160	100.0	67,805	98.2
Households 10+km from a Job Centre	114,805	96.1	382,975	80.3	2,129,770	76.6
Households 6+km from Secondary School	20,500	100.0	50,950	95.0	303,955	94.7

Source: CRC 2009, Census 2001. 'Share' refers to the proportion of the total population (on an indicator) that live in rural areas.

- 2.3.3.7 The distance lying between Norfolk's rural households and key services can result in long travel times to access them.
- 2.3.3.8 **Figure 8** illustrates the extent of this problem across Norfolk. For example, it shows that 41 (about 8%) of Norfolk's LSOAs have a travel time of more than two hours to get to hospital.

⁶ 'The rural share of deprivation in Norfolk', v1.1, published March 2011, ©ACRE/RCAN/OCSI 2011

Figure 8

No. of LSOAs more than 120 minutes travel time of a key service	
Employment centre	5
Further Education (FE) college	15
Hospital	41
Secondary School	25
Supermarket	4
Town Centre	15
Source: Department of Transport (DfT)	

2.3.3.9 The distance people in rural areas are required to travel to access services impacts on their quality of life in several key ways:

- a. It means that they are more reliant on private transport
- b. It means they generally spend more on transport than their urban counterparts
- c. It means they travel nearly twice as far by car each year compared to urban residents, most often as a result of needing to access work
- d. This extra travel also has a time implication creating a significant opportunity cost (often more significant for rural businesses) and potentially acting as a disincentive to participation.

2.3.3.10 In the most deprived rural areas in Norfolk, 35% of households have no access to a car or van. These people are likely to face particular challenges to accessing key services and amenities.

2.3.4 Communications

2.3.4.1 Access to communications technology, including mobile and digital services can make a significant difference to individuals day to day. For example, it can enable:

- access to a wide range of goods and services
- greater choice and comparison between options to increase value for money
- access to information eg about healthcare
- access to employment opportunities and learning resources
- social contact and reduced isolation

2.3.4.2 Increasingly, public services are being delivered through mobile and digital media but the access issues for Norfolk's rural areas are significant.

2.3.4.3 The County Council's Better Broadband for Norfolk consultation in 2012 identified that the high cost of delivering commercially sustainable broadband in rural locations has resulted in large parts of Norfolk having poor or no broadband capability, and that there is a significant urban/rural divide in terms of access to broadband services.

2.3.4.4 **Table 2** below shows average speeds in Norfolk in 2012, for location type, based on Broadband Delivery UK speed data:

Table 2

Location Type	Average Speed obtainable
Village, Hamlet and Isolated Dwellings	4.2Mb/s
Urban > 10K population	6.032Mb/s
Town and Fringe	8.134Mb/s

The County Council's Better Broadband for Norfolk campaign means that by the end of 2015 more than 80% of Norfolk's premises are expected to be able to access superfast broadband (24 Megabits per second and above) and it is intended that all Norfolk premises will be able to access a minimum broadband speed of at least 2Mbps. However, some rural areas will remain at risk of digital exclusion due to poorer performing connections.

2.3.4.5 Mobile phone coverage is also an issue across Norfolk; the Government's Mobile Infrastructure Project (MIP) has identified that there are 12 'Not Spot clusters' in Norfolk currently – a Not Spot is any 200 metre square where no mobile emergency signal exists.

2.3.4.6 Not-spots raise important policy issues because of the reliance that society now places on mobile phones.

2.3.4.7 For commercial reasons, the exact location of Norfolk's Not spots is unavailable for this report, but research by Ofcom has shown that 'complete Not Spots' exist mostly in rural areas⁷.

A Norfolk County Council Member Working Group is lobbying to see mobile coverage in Norfolk improved. A key issue is that complete not-spots are likely to continue to persist to some extent, particularly in rural areas, which are a lower priority for mobile operators to extend their coverage because of low levels of use.

Comparatively poor access to mobile and digital technology places rural areas at risk of exclusion from services and socio-economic opportunities that are open to people in better connected areas. It also means that consideration will continue to need to be given to the rural implications of proposals to 'channel shift', or change services in a way that requires good communications access to function effectively.

⁷ 'Mobile not-spots – an update on our research', published 5 November 2010, Ofcom.

3. Norfolk's key rural issues

3.1 The information provided in this section of the report summarises key rural issues for Norfolk:

- a. **More than half of Norfolk's population live in rural areas** – therefore, any identified rural impacts associated with a proposal may potentially affect a significant number of people.
- b. **Over a fifth of Norfolk's land area is classified as sparse and these areas are home to nearly 72,000 people** – delivering services to people in these areas is likely to be challenging and more costly. Any proposals to make savings on the costs of delivering services may need to give additional consideration to the implications for people living in sparse areas.
- c. **Norfolk's rural areas have an older age profile than urban areas.** 60% of people of pensionable age live in rural areas, as do 56.3% of people claiming Attendance Allowance. This means changes to services for older adults and their carers are more likely to have a disproportionate impact on the populations of rural areas.
- d. **43% of people who are considered to be income deprived in Norfolk live in rural areas** – this means that targeting resources and services at highly deprived urban places alone means they may not reach substantial numbers of deprived people.
- e. **The rural share of limiting long term illness and permanent disability is high in Norfolk** compared to regional and national figures. This means that services for people with disabilities and their carers must give adequate consideration to how delivery can be managed effectively in rural areas, which often have challenging access issues.
- f. **Rural households are more likely to be situated a long way from key amenities** such as places of work, job centres, health services and schools, resulting in long travel times to access them. This means they generally spend more on transport than people in urban areas and are more reliant on private car use. Any decision to centralise services could add to access challenges and especially the 35% of rural households in the most deprived rural areas in Norfolk that have no access to a car or van. This could effectively mean the costs of service delivery are shifted to people needing the service in rural areas and some people may struggle to afford this.
- g. **Comparatively poor access to mobile and digital technology places rural areas at risk of exclusion** from services and socio-economic opportunities that are open to people in better connected areas. It also means that consideration may need to be given to the rural implications of proposals to

‘channel shift’, or change services in a way that requires communications to function effectively.

- h. **The majority of Norfolk’s self-employed workers and small enterprises are located in rural areas.** This means that changes to service delivery that affect small businesses, for example, regarding infrastructure or economic development, may have a particular impact on rural areas.

4. The rural assessment - initial screening

- 4.1 The Council has worked with Norfolk RCC to assess whether any of the savings proposed for 2014/15 could have a significant rural impact and will, therefore, require more detailed analysis.
- 4.2 The decision about whether a proposal requires detailed analysis has been made based on two key tests developed by Norfolk RCC - these assess the extent to which a proposal may be disproportionately and/or significantly detrimental to people living in rural areas.
- 4.3 Any proposals considered to have the potential to be disproportionately and/or significantly detrimental to rural areas will be subject to further analysis in Section 5 of this report.
- 4.4 The results of the Council's initial discussion with Norfolk RCC about the potential rural impact of the proposals are provided at Appendix A.

4.5 Overview of the results

- 4.5.1 The results of this initial screening exercise indicate that further rural impact assessment was required for the following proposals:

Ref	Name of proposal
1d	Reduce the cost of our buildings and make full use of our own facilities
3c	Redesigning the way we deliver our services to reduce our costs
3d	Cutting some budgets
3e	Reduce the costs of delivering services
3g	Reduce library staff
4a	Reduce funding for the arts
4b	Remove subsidy we give to schools for community groups using their facilities
5a	Reduce the amount we spend on transport for people who use Adult Social Care services
5b	Reduce highway maintenance

5. Rural impact assessment findings

5.1 Summary of findings related to efficiency proposals

- 5.1.1 Budget savings proposals 1a to 1d, 2a and 3a to 3f are efficiency savings - this means that they involve the Council cutting its own costs and becoming even more efficient. None of these proposals is considered to require public consultation as they are not anticipated to affect services that people receive.
- 5.1.2 Following discussion with the Norfolk RCC some further information was gathered to consider whether any rural issues may be highlighted. The findings of this research are presented below.
- 5.1.3 In summary, no detrimental or disproportionate impact on rural areas was found:

5.2 Findings in relation to proposal 1d – Reduce the cost of our buildings and make full use of our own facilities (spending less on external venues)

- 5.2.1 This saving is intended to be achieved through making better use of Council buildings, such as fire stations or libraries, which we may not currently be considering for meetings, so we can reduce spend on hiring other facilities.

5.3 Findings in relation to proposal 3c – We will redesign some of our Adult Social Care services

- 5.3.1 The Council has been working with HP to look at some of our business processes and consider where these could be re-engineered to make time efficiencies. As part of this work, we have been looking at our adult social care assessment and care management and financial back office processes to identify where we can simplify what we are doing and reduce the time it takes to complete certain parts of our processes.

5.4 Findings in relation to proposal 3d – Cutting some budgets (reducing the consultation budget)

- 5.4.1 This saving is intended to be achieved through reducing procurement costs associated with purchasing consultation support (eg software), rather than reducing spend on consultation activity, so there is not anticipated to be any impact on rural outreach.

5.5 Findings in relation to proposal 3e – Reduce the costs of delivering services (Reducing the transport costs for Looked After Children)

- 5.5.1 When arranging meetings in relation to Looked After Children (LAC), social workers try to make any associated transport arrangements as efficient and cost-effective as possible. This means that they will consider whether it is possible to use public transport instead of private hired transport, where it is appropriate and practical to do so. This is an approach that social workers have implemented for some time.
- 5.5.2 As a result of taking this approach, savings have already been made on the LAC transport budget. This has not yet been reflected in the Council's budget. The proposed reduction in funding for LAC transport is therefore a budget adjustment to reflect this saving and not a cut to service funding.

5.6 Summary of findings related to proposals requiring consultation

- 5.6.1 The initial screening process of this assessment identified that five of the budget proposals requiring public consultation had the potential to have a disproportionate and/or significantly detrimental impact on rural areas and further analysis was required to assess whether this is the case.
- 5.6.2 Further information has been gathered about these proposals and the findings of this research are presented below.
- 5.6.3 In summary, it was found that:
- Proposal **5a (Reduce the amount we spend on transport for people who use Adult Social Care services)** appears likely to have a **disproportionate and significantly detrimental impact** on rural areas.
 - Proposal **5b (Reduce highway maintenance)** is likely to have a **disproportionate impact** but is not likely to have a significantly detrimental impact on rural areas.
- 5.6.4 No detrimental or disproportionate impacts on rural areas have been identified for the other proposals assessed.
- 5.6.5 Where potential adverse impact has been identified, the assessment recommends an appropriate mitigating action/s for the Committee to consider as part of the decision-making process.

5.7 Findings in relation to proposal 3g - Reduce library staff

Overall findings:

This proposal does not appear likely to have a disproportionate or significantly detrimental impact on rural areas.

Detail

5.7.1 Proposal 3g proposes to reduce the Council's spend on library staff by £80k in 2015/16. This is intended to be achieved through a combination of:

- a. Reducing staffing on some outreach projects
- b. Vacancy monitoring
- c. Finding more opportunities to share managers between libraries

5.7.2 At the Council's initial discussion with Norfolk RCC about the budget proposals, it was identified that this proposal could have a disproportionate impact in rural areas if it would result in staffing reductions at smaller libraries that only have a small staff base to begin with. To illustrate, the overall effect of reducing one staff member would be more significant in a small library with only two staff than it would be in a large library with ten or more staff.

5.7.3 Further information has been gathered about how it is proposed to achieve the proposed library staffing savings. This confirms that:

- There are no plans to close libraries or reduce opening hours – this includes mobile libraries
- There are no plans to reduce staff in small libraries
- None of the outreach activity that is likely to be reduced as a result of this proposal is targeted at rural areas or at groups that are represented in rural areas
- Vacancy monitoring has been in use for some time and will continue to be used as a way of reducing staffing costs – this means that when a staff post becomes vacant the needs of the library are reviewed to ensure that the post is still needed and has not become superfluous. Sometimes, for example, a full time position might be reduced to part time. If data about library use shows that the post is still needed it will be retained. Library data shows that the greatest staff turnover tends to be in larger urban libraries so vacancy monitoring is likely to occur more frequently outside of rural areas.
- The roles of library assistants (who serve the public) and library managers (who focus on management specific tasks) are clearly separated in the library service. This means that sharing a manager between libraries should not impact on the amount of face to face time between staff and the public. Where managers are spending a lot of time serving the public, extra library assistant hours are brought in to replace this before moving to shared management. Consultation is always carried out with library staff before shared management arrangements are introduced to make sure that concerns about any significant impacts on service

delivery are highlighted. 26 libraries, in both rural and urban areas, are already successfully using shared management arrangements.

- Staffing reductions resulting from this proposal could potentially mean some smaller libraries could end up with just one staff member working at a time, if data shows this is sufficient to meet the needs of people using the library. This is already the case in 34 of Norfolk's libraries and in mobile libraries. A review of lone working in libraries conducted in October 2014 showed that library staff are concerned that lone working means they have fewer opportunities to support library customers, but also that the amount of customer complaints about reduced staffing levels has been minimal.

- 5.7.4 Based on the above, we can conclude that reducing staffing on some outreach projects is unlikely to have a disproportionate impact on rural areas. Other staff savings will be made on an unplanned basis where vacancies arise - there are no specific plans to reduce staff in small libraries.
- 5.7.5 Since rural libraries are more likely to be small it could be argued that they are more likely to be considered for lone working or shared management arrangements where vacancies do come up. However, the library service's evidence-based approach to staffing means that this should not impact on the amount of face to face time between staff and the public.
- 5.7.6 One consultation respondent has suggested that reducing staffing could limit the ability of libraries to further develop their role as community hubs and offer more support in areas where access to services is reducing. However, since this proposal does not include plans to close libraries or reduce their opening hours and staffing levels should always be sufficient to meet the needs of the people using them, it is not considered likely to have a significantly detrimental impact on rural areas.

5.8 Findings in relation to proposal 4a - Reduce funding for arts

Overall findings:

This proposal does not appear likely to have a disproportionate or significantly detrimental impact on rural areas. The Council should, however:

- Continue to allocate arts grants in line with the Council's Arts Policy, which states that "we will invest in the arts to meet the needs of local communities, rural and urban"
- Monitor implementation of this policy going forward to ensure that rural arts organisations are not being disproportionately impacted by the reduction in grants funding.

Detail

5.8.1 The proposal will reduce the Council's funding for the arts by £150k in 2015/16. This is intended to be achieved through a combination of:

- Removing a special grant of £70k that has been made annually to support the Norfolk and Norwich festival as part of the Strategic Ambitions programme (this programme has come to an end);
- Removing £80k from the Council's annual arts grants awards programme (this would reduce the current arts grants funding budget by about 50%)

5.8.2 At the Council's initial discussion with the NRCC about the budget proposals, it was queried whether this proposal could have a disproportionate impact in rural areas if:

- a. It results in larger, urban based arts organisations being considered a priority for the remaining funding at the cost of smaller rural organisations;
- b. it affects local tourism-based enterprise;
- c. It impacts on organisations delivering prevention activities in rural areas.

5.8.3 This assessment considers these issues in detail below.

- a. Is the reduction in arts funding likely to have a disproportionate and detrimental impact on rural areas because larger, urban based arts organisations will be considered a priority for the remaining funding at the cost of smaller rural organisations?**

5.8.4 Some respondents to the Council's consultation have suggested that the proposal may affect the ability of arts organisations to draw in match funding and could mean they will struggle to continue operating. Specific concerns are raised about the financial risk to rural based arts organisations, such as Welborne Festival and Sheringham Little Theatre. However, concerns are also raised about urban based arts organisations, such as the Garage and Cinema City.

- 5.8.5 The Council's Arts Policy states specifically that "we will invest in the arts to meet the needs of local communities, rural and urban".
- 5.8.6 In deciding which organisations to award grants to, the strategic priorities of the County Council are taken into account, along with the need to support a balance of small and larger organisations and to support an equitable geographic spread of funding between rural and urban areas.
- 5.8.7 If the Council continues to allocate arts grants in line with this policy, there is not anticipated to be any disproportionate impact on rural areas.

b. Is the reduction in arts funding likely to have a disproportionate and detrimental impact on rural areas because it may affect local tourism-based enterprise?

- 5.8.8 Tourism is a particularly important sector in rural areas as it creates employment and opportunities for business growth and supports the economic viability of local services and amenities.⁸
- 5.8.9 The importance of tourism for rural economies is growing. Nationally, enterprises in tourism related industries increased their share of England's rural economy from 9.5% to 10.2% between 2003 and 2010, and the share of employment in rural based tourism related industries increased from 11.2% to 12.6%.⁹
- 5.8.10 Significant investment is currently being made in the development of cultural tourism across the New Anglia Local Enterprise Partnership (LEP) area to support growth and attract inward investment. An estimated 1,013 organisations and 5,815 jobs exist in the sector across the region (of which only one-third are in Ipswich and Norwich) reflecting a higher proportion of people working in culture than the national average.¹⁰ Commitment from local authorities is seen as being critical to the success of this initiative.
- 5.8.11 The organisations that currently receive Council arts grant funding provide training, employment and volunteering opportunities. In 2013/14 this included 18 posts, 86 volunteering roles and 2 apprenticeships within organisations based in rural areas.
- 5.8.12 The proposed reduction in funding could risk the loss of some of these opportunities or affect the Council's strategic plans to develop cultural tourism, and either of these would have a detrimental impact on the economies and people living in some of Norfolk's rural areas.
- 5.8.13 However, national research shows that any impact on tourism in Norfolk is likely to be felt equally by urban areas – for example, the share of tourism related industry (enterprise, turnover and employment) specifically connected to arts,

⁸ Rural Tourism Action Plan 2010-2020, Visit England

⁹ September 2011 Statistical Feature Report -Tourism , DEFRA, 14 December 2011

¹⁰ 'Building Cultural Tourism in New Anglia' – New Anglia Final Report, Creative Tourist Consults, January 2013

creative and entertainment activities was slightly higher for urban areas in 2009/10 (6.7%) than it was for rural areas (5.4%).¹¹

c. Is the proposal likely to affect the role that arts organisations play in prevention activity in harder to reach areas?

5.8.14 In 2013/14 the 19 arts organisations that received NCC Arts Grants worked with an estimated total of 237,112 people with protected characteristics as artists, performers, participants, volunteers and audience members (approximately 34% of the total worked with). These figures included:

- **99,784** Older People
- **37,508** Rurally Isolated people
- **33,059** People with Physical Disabilities & Sensory Impairment
- **24,367** Children under 5
- **14,416** People with Mental Health issues
- **8,280** Young people at risk in Low income/Deprived circumstances
- **7,276** People with Learning Difficulties
- **7,337** Young carers
- **1,540** Refugees/people from migrant communities
- **989** people Not in Education, Employment or Training (NEET & PreNEET)
- **771** Looked After Children
- **815** individual young people with rural and/or socio/economic deprivation
- **510** Young People in Challenging Circumstances
- **352** people from Black and Minority Ethnic groups
- **75** people from traveller communities
- **30** Young Mothers and referral families
- **3** School Refusers

5.8.15 All of the arts organisations receiving Council funding are delivering some sort of prevention activity through the arts services that they provide. This could include:

- Providing learning and social opportunities that support the health and wellbeing of older people or people with disabilities
- Supporting education, skills and talent development, work experience and opportunities for social enterprise
- Support for young people, early years and schools, including children at risk of exclusion or who struggle to engage with formal education

5.8.16 Some of this prevention activity is delivered in rural areas. For example:

- Community Arts East leads delivery of the Norfolk Arts and Wellbeing Programme, which seeks to demonstrate the value and impact of using creative approaches to addressing health and social care priorities for older people and disadvantaged young people.
- The Garage's 'Creative Gym' project provides access countywide to physical activities for adults and older young people who do not regularly exercise.

¹¹ September 2011 Statistical Feature Report -Tourism , DEFRA, 14 December 2011

- Thalia Theatre Company runs a Community Outreach Programme that aims to promote disability art
- Welborne Festival has provided outreach opportunities for older people by offering dance workshops to local care facilities
- Cinema Plus has provided courses to rural communities in partnership with Film Hub Central East

5.8.17 Arts organisations also play a wider role in the development of volunteering and third sector organisations, which can be critical to the sustainability of other prevention activities in small communities. For example, in 2013/14 the Garage trained 50 volunteers supporting programmes in Norwich and in community centres and schools across the county. Community Arts East has also supported voluntary groups and community venues across the county with training, programming, marketing assistance and financial subsidy.

5.8.18 A reduction in arts grant funding may lead to a reduction in this prevention activity. However, we do not have any evidence at this stage to suggest that this will be more detrimental to rural areas than urban areas.

5.8.19 It is possible that if urban based arts organisations receive reduced funding, they may cut back on rural outreach activity. A small number of consultation respondents have highlighted the difficulty of accessing arts in rural communities, particularly for vulnerable or low income groups, and the important role that the Council plays in supporting this.

5.8.20 To mitigate this risk, the Council should:

- Continue to allocate arts grants in line with the Council's Arts Policy, which states that "we will invest in the arts to meet the needs of local communities, rural and urban"
- Monitor implementation of this policy going forward to ensure that rural arts organisations are not being disproportionately impacted by the reduction in grants funding.

5.8.21 Taking into account all of the information presented above, this proposal does not appear likely to have a disproportionate or significantly detrimental impact on rural areas if the proposed mitigating actions are taken.

5.9 Findings in relation to proposal 4b - Remove subsidy we give to schools for community groups using their facilities

Overall findings

This proposal does not appear likely to have a disproportionate or significantly detrimental impact on rural communities

Detail

- 5.9.1 The proposal aims to save £97k in 2015/16 by removing a subsidy we give to schools for community groups using their facilities.
- 5.9.2 The subsidy means that schools are able to charge most voluntary groups 15% less than their normal rate for the use of school premises outside of school hours. As long as the schools apply the standard scale of lettings charges appropriate to the let, they can then claim the difference back from the Council.
- 5.9.3 A higher rate of subsidy is available to Norfolk Schools Association groups – they can use the school premises for free (100% subsidy). This year, six Norfolk Schools Association groups have used school premises and claimed a subsidy. These groups are all providing sports activities and all are situated in schools in urban areas.
- 5.9.4 At the Council's initial discussion with Norfolk RCC about the budget proposals, it was agreed to undertake additional analysis to ensure that the proposal would not have a disproportionate impact in rural areas. Further information has now been gathered about the groups that have been benefitting from both levels of this subsidy. This shows us that:
- Currently 67 schools are hosting groups that benefit from this subsidy – this is approximately 15% of all schools in Norfolk
 - There is an even balance of subsidy use across rural and urban areas - 49% of the schools where groups are receiving a subsidy are based in rural areas.
 - Of the schools in rural areas, 82% have alternative community facilities nearby that the subsidised voluntary groups could be using.
 - 54% of the schools where groups are receiving a subsidy are hosting sports groups
 - Schools in urban areas are more likely to host subsidised sports groups than schools in rural areas (65% of urban schools where groups are receiving a subsidy are hosting sports groups compared to 42% of rural schools where groups are receiving a subsidy)
 - Subsidised sports organisations in rural areas are less likely to have alternative facilities nearby - across Norfolk as a whole, 31% of schools hosting subsidised sports groups do not appear to have any suitable

alternative facilities within close proximity but this rises to 43% when just rural schools are considered.

5.9.5 Based on the above, we can conclude that removing the subsidy we give to schools for community groups using their facilities is unlikely to have a disproportionate impact on rural areas, since the subsidy is not being used more in rural areas than it is in urban areas.

5.9.6 In the majority of the rural areas where the subsidy is being used there appear to be suitable alternative community facilities available that the subsidised groups could be using. Arguably, this could mean that the provision of a subsidy for school use could unfairly disadvantage rural community centres and village halls which might also have facilities for hire. It also means that most of the organisations in rural areas that could potentially be affected by the removal of the subsidy would have the choice of using other venues if the cost of the school facilities became too expensive for them.

5.9.7 The possible exception to this is the subsidised sports organisations. Over half of the schools where groups are receiving a subsidy host sports organisations, and for nearly a third of these there do not appear to be alternative facilities nearby. In rural areas 43% of schools hosting subsidised sports groups do not appear to have suitable alternative facilities nearby. This means that for community sports organisations in rural areas, there would potentially be no options for moving venue if costs increased too much as a result of removing the current subsidy. This could disincentivise community sports provision in rural areas.

5.9.8 The size of the current subsidy is relatively small for all but the Norfolk Schools Association groups. **Table 3** below provides some illustrations of what the financial impact of removing the 15% subsidy could be for most community and voluntary groups.

Table 3

	Typical hourly cost with 15% subsidy	Typical hourly cost without subsidy	Estimated total annual cost of a 3 hour hire per week - with 15% subsidy	Estimated total annual cost of a 3 hour hire per week - without subsidy
Football pitch hire	£12.99	£15.28	£2033.36	£2,391.82
Hall hire	£15.64	£18.40	£2448.17	£2880.20
Classroom hire	£7.28	£8.56	£1139.56	£1339.92

5.9.9 The schools hosting organisations that are currently subsidised could choose to continue offering them a reduced rate for the hire of school premises. While it is probable that most schools would seek to cover their costs in full, there is a chance that the removal of the subsidy would not result in an increase in costs for some voluntary and community organisations.

5.9.10 It should be remembered that only a small proportion of Norfolk schools currently have groups making use of the 15% subsidy and six groups making use of the 100% subsidy so the overall impact of the reduction is likely to be limited.

5.10 Findings in relation to proposal 5a – Reduce the amount we spend on transport for people who use Adult Social Care services

Overall findings

This proposal appears likely to have a disproportionate and significantly detrimental impact on rural areas.

Detail:

- 5.10.1 This proposal will affect people who receive a transport service from Adult Social Care and people who use their personal budget to pay for transport. It will affect older people, disabled people and people with a learning disability, because these are the people who use this service.
- 5.10.2 If this proposal goes ahead the Council would look more closely at transport costs when we assess what social services people need. This means that:
- a. We will make sure people are using their Motability vehicle or mobility for their transport.
 - b. We would ask people to use public transport or community transport where we assess that they are able to do this.
 - c. We would ask people to use the service that is closest to them if this will meet their needs, for example, their local day center. If they don't want to use the local service as they prefer to use a service that is further away, we would not pay for them to travel there.
 - d. If we could not find a service that meets people's needs in their local area we would not automatically pay for them to travel a long way to get the service elsewhere. Instead we would work with the person who needs the service and their carer/s to come up with a more creative solution that involves less travel. For example a group of people in a town could pool their Personal Budgets and pay for a personal assistant to help them access local services rather than travel to a day center in another town.
 - e. If we cannot meet people's care needs through the options listed above, we would pay for people's transport through their personal budget.
- 5.10.3 At the high level screening, this proposal was identified as having potential to impact on people from rural areas. This arose from two factors – first, the proposal relates to transport, and as detailed earlier in this report it is evident that transport, and access to transport, is a major issue for people living in rural areas. Secondly, the service users likely to be affected - older people, disabled people and people with a learning disability – were likely to have complex transport needs.

5.10.4 For example:

- People from rural areas are likely to have more complex transport needs than people living in urban areas. They are more likely to need to travel further or pay more to get to services than those living in urban areas. In addition, they may have limited public or community transport options, and the transport options available may not be accessible.
- Consultation with disabled and older people in Norfolk consistently highlights access to transport as a major enabling factor and doorway to participation in education, employment and social opportunities. Disabled people are more likely to experience barriers to the built environment and transport and fall into low income groups.

5.10.5 In undertaking the analysis, evidence was gathered to find out more about the service users likely to be affected. Consideration was also given to each specific element of the proposal. This analysis and conclusions are described below.

Looking closely at the profile of service users who may be affected

The Transport Plus service

5.10.6 The County Council, through the Transport Plus service, arranges transport for social care clients, including those with personal budgets. The service currently supports 2,100 service users, arranging around 568,000 individual journeys each year.

5.10.7 Around 50% of people using the transport service are from rural areas. A significant number of people (over 39%) using the Transport Plus service are 75+ years oldⁱ. Around 10% of service users are under 30 years of age. This is important to note because research shows that service users may have different transport needs depending on their ageⁱⁱ. For example, young people, particularly those in rural areas, may rely on accessible transport to attend educational and social/leisure opportunities. As people age, they may become less mobile and increasingly reliant on transport. Disabled people of all ages in rural areas are at risk of social isolationⁱⁱⁱ.

5.10.8 People use the transport service mostly to access day services and day/leisure activities. Other uses include getting to respite care, to colleges and other educational establishments, to visit council offices, places of worship and community hospitals.

People who use personal budgets to pay for transport

5.10.9 The Council is not able to record detailed data on all of the things that people spend their personal budgets on and as such isn't able to analyse what journeys everyone might use theirs for. In view of this, the Council has written to everyone receiving a direct payment (and those currently in receipt of a transport service - around 4,000 in total) asking service users for their views, to make sure we fully understand the potential impact of this proposal on these users.

5.10.10 Overall, the Council provides personal budgets to around 9,152 people every year. 48% of people in receipt of personal budgets are from rural communities^{iv}. Around 49% of people in receipt of personal budgets are aged 75 and over^v.

People in receipt of a Motability vehicle or mobility allowance

- 5.10.11 If the proposal goes ahead the Council will make sure people are using their Motability vehicle or mobility allowance for their transport. Motability vehicles and mobility allowance are paid from Personal Independence Payments (PIP), a new national benefit introduced in April 2013, replacing Disability Living Allowance (DLA) for eligible people aged 16 to 64. PIPs cover 'daily living' and 'mobility'. The mobility component is paid at either a 'higher' rate (£55.25 per week) or a 'lower rate' (£21 per week). People on the higher rate have severe walking difficulties and people on the lower rate need guidance or supervision outdoors.
- 5.10.12 People can choose to exchange their higher rate mobility allowance to lease a car, scooter or powered wheelchair ('Motability vehicles'). PIP's are not means-tested or taxable and can be paid whether people are working or not.
- 5.10.13 The Government estimates that it will be around two years before all eligible people will have transferred to PIP. In view of this the most reliable indication of the number of people in receipt of a Motability vehicle or mobility allowance in Norfolk are the DLA figures for the period 2012/2013.
- 5.10.14 These figures show that around 44,000 people across Norfolk claimed DLA^{vi} during this period. Around 48% of recipients lived in rural areas^{vii}, with around half of all claimants falling into the 'higher rate' mobility category^{viii}. The majority of higher rate claimants were aged 50+.
- 5.10.15 The analysis below considers each element of the proposal in detail:

a. We will make sure people are using their Motability vehicle or mobility allowance for their transport.

- 5.10.16 This aspect of the proposal may particularly impact upon people living in rural areas, because people in rural areas may need to travel further to reach services and may have limited access to accessible public or community transport, making travel more challenging and costly.

b. We would ask people to use public transport or community transport where we assess that they are able to do this.

- 5.10.17 People in rural areas are likely to have less access to accessible public or community transport than people in urban areas. This means that they may have fewer options or opportunities to travel.

c. We would ask people to use the service that is closest to them that meets their needs, for example, their local day centre. If they don't want to use the local service as they prefer to use a service that is further away, we would not pay for them to travel there.

- 5.10.18 This aspect of the proposal may reduce the amount of choice that service users in rural areas have about the services they access. People in rural areas may be at

particular risk of reduced choice, as they may have fewer accessible travel options available and the options available may be more costly.

d. If we could not find a service that meets people's needs in their local area we would not automatically pay for them to travel a long way to get the service elsewhere. Instead we would work with the person who needs the service and their carer/s to come up with a more creative solution that involves less travel. For example a group of people in a town could pool their Personal Budgets and pay for a personal assistant to help them access local services rather than travel to a day centre in another town.

5.10.19 This aspect of the proposal could present service users in rural areas with some genuine opportunities to improve provision in their community and tailor it specifically to their needs. The idea of pooled personal budgets initiatives has proven to be a success in some areas of Norfolk.

5.10.20 There might also be an opportunity to use this initiative as a way of supporting service users in rural areas to become involved in existing mainstream community activities in their area, which might not currently be accessible, but which, with the right intervention, could become accessible and meet service users' needs.

5.10.21 Some social work staff may need to develop new skills to be able to support people properly in exploring more creative options such as pooling personal budgets. The Council would need to make sure social work staff have the support that they need to be able to offer this sort of help effectively.

e. If we cannot meet people's care needs through the options listed above, we would pay for people's transport through their personal budget.

5.10.22 The proposal is clear that if none of the above options are possible, then the Council will pay for people's transport through service users' personal budgets. The main issue here is that some disabled people, particularly those in rural areas, might have complex transport needs and the proportion of their personal budget that may need to be used for transport may be higher than for other people. This may only affect a small number of service users, but for the purposes of this assessment it is important to highlight.

5.10.23 Potential mitigating actions, if the proposal goes ahead:

	Action/s	Lead	Date
1.	Where the assessment process highlights areas of limited accessible community or public transport provision in some parts of the county, which might result in affordability issues or a loss of independence for service users, work with service users to try to find ways to address this, offering where appropriate travel planning support to make sure people are spending as effectively as possible.	Janice Dane	From 1 April 2015

2.	Where the assessment process highlights areas of limited accessible community or public transport provision in some parts of the county, work with commissioners, communities and community transport providers to find opportunities to address this, and inform strategic transport planning, to enable consideration to be given to whether there are opportunities to address this at a strategic level over the medium/long term.	Janice Dane	From 1 April 2015
3.	Provide service users with support to help them plan and establish pooled budgets. Ensure staff supporting service users in this work have the appropriate skills – eg this may include community development skills. Monitor the extent to which service users are able to participate in this initiative.	Janice Dane	From 1 April 2015
4.	Continue ongoing dialogue with transport providers to promote disability awareness and identify where further action can be taken to improve accessibility and increase the confidence of disabled people in using community and public transport.	Tracey Jessop	From 1 April 2015
5.	Monitor the implementation of these mitigating actions, reporting back to the committee at six monthly intervals on progress.	Janice Dane	From 1 April 2015

5.11 Findings in relation to proposal 5b – Reduce highway maintenance

Key findings

This proposal may have a disproportionate impact on rural areas. However, it is not likely to have a significantly detrimental impact on rural areas.

Detail

- 5.11.1 Proposal 5b proposes to save £385k in 2015/16 by making a saving on highway maintenance costs.
- 5.11.2 In 2014/15 a £1m reduction to the highway maintenance budget was agreed. This was intended to be a one-off saving with the highways maintenance budget restored to its previous level in 2015/16. This proposal will mean that only £615k is restored, instead of the full £1m.
- 5.11.3 The Council would continue to carry out all urgent work and any work that is needed to keep people safe. However, the proposal could mean:
- It may take longer for some road markings to be re-painted

- It may take longer for some damaged verges to be repaired
 - We may postpone some bridge maintenance work
 - We may inspect traffic signals less often – although we would still meet national standards
 - We may only repair safety barriers where they have been damaged and postpone our routine maintenance work.
- 5.11.4 At the Council's initial discussion with Norfolk RCC about the budget proposals, it was identified that this proposal could have an impact in rural areas, as rural roads are often less well used and harder to get to, and therefore less cost effective to maintain.
- 5.11.5 Further information has now been gathered about how it is proposed to achieve the highway maintenance savings, and this is set out below.
- 5.11.6 The highway network in Norfolk is classified according to a route hierarchy, which distinguishes roads and footways on the basis of their function and level of use. The hierarchy is used to determine which routes are a priority for non-urgent maintenance. It is also a factor in how often highway inspections are carried out - either monthly, quarterly, six monthly or annually depending upon the road and location.¹²
- 5.11.7 This hierarchy means that emphasis is placed on ensuring that Norfolk's principal and major urban and inter-urban routes are kept in good condition, and other routes, including many in rural areas, will be a lower priority for maintenance. This means that over the last 10 years the condition of Norfolk's A and B road network has improved, but there has been some deterioration of the remainder of the road network and bridges.¹³
- 5.11.8 While all urgent work required to keep people safe will continue to be carried out, wherever it is needed, non-urgent maintenance work may take longer to be completed in rural areas.
- 5.11.9 Taking into account the information presented above, it is considered that proposal 5b may have a disproportionate impact on rural areas. This is because:
- a. people living in rural areas are more reliant on cars to access key amenities and travel nearly twice as far by car each year compared to urban residents (as described earlier in this report)
 - b. the Council's hierarchy approach to highways maintenance means that highway assets in rural areas will be less of a priority for maintenance.
- 5.11.10 Savings proposal 5b will not result in the overall budget available for highway maintenance being any lower in 2015/16 than it is currently. The proposed saving is also reasonably small relative to the size of the budget, representing a 1.6% saving, which suggests that it is unlikely to have a significant impact on Norfolk's road users.

¹² Norfolk's Transport Asset Management Plan 2014/15-2018/19

¹³ Connecting Norfolk – Norfolk's Transport Plan for 2026

- 5.11.11 The Council's Transport Asset Management Plan suggests that sufficient funds currently exist to carry out "inspection regimes, any emergency and high priority works identified... However, anticipated funding is insufficient to maintain the entire highway asset in a 'steady state'. Deterioration is expected across most asset types".¹⁴ It is estimated that a capital investment of £72.5m would be required to get Norfolk's highway back to the same condition it was in during 2006/07.
- 5.11.12 The most recent National Highways and Transport satisfaction survey demonstrates that public satisfaction with the condition of Norfolk's highway is high compared to other county councils and increasing, despite ongoing reductions to the maintenance budget, which suggests that the Council's overall approach to asset management has been effective.¹⁵ However, it should be noted that, although Norfolk ranks well nationally because satisfaction with the condition of highways is low across the country, its satisfaction score was not very high.
- 5.11.13 Taking into account all of the information above, the proposal is not considered likely to be significantly detrimental to people living in rural areas as the total highways maintenance budget will not reduce overall in 2015/16 as a result of it being implemented. If further reductions continue to be made over the longer term, however, it will be important to continue monitoring this area for potential rural impact.

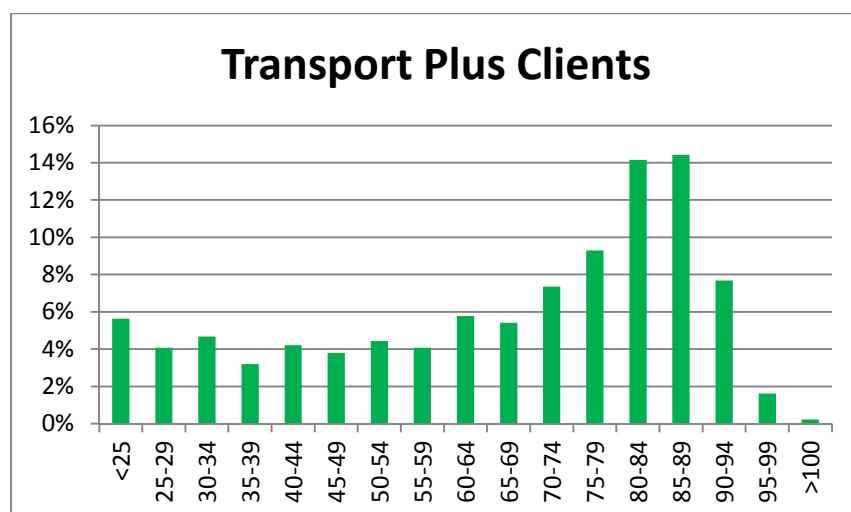
¹⁴ Norfolk's Transport Asset Management Plan 2014/15-2018/19

¹⁵ NHT Survey 2013

6. Conclusion and next steps

- 6.1 This is the first time that Norfolk County Council has undertaken a separate rural impact analysis on its budget proposals with this level of detail. In addition to highlighting some issues that the Council will need to consider as it is making decisions about the budget for 2015/18, the assessment process has also provided some valuable learning about wider issues, such as the importance of access planning in commissioning.
- 6.2 Following Full Council on 16 February 2016, Policy and Resources Committee may wish to consider the role of rural impact assessments in determining the Council's budget and other wider initiatives, to identify opportunities for developing this in going forward.

ⁱ Age of Transport Plus Clients: (latest data available on 24 November 2014)

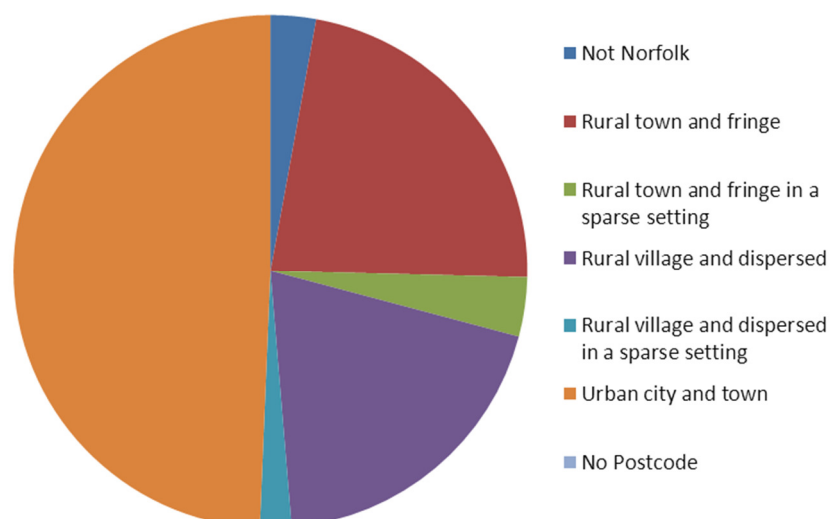


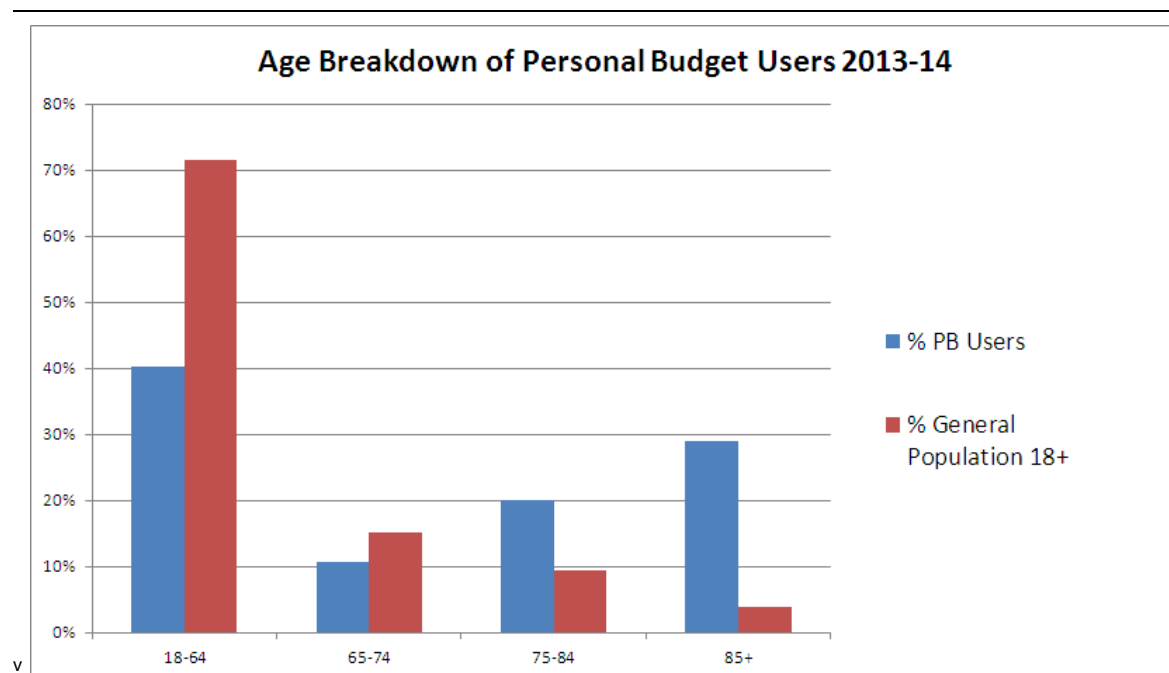
ⁱⁱ *Travel behaviour, experiences and aspirations of disabled people*, Department for Transport, 2008;
Young People with Special Educational Needs/Learning Difficulties and Disabilities:

Research into Planning for Adult Life and Services, LG Group Research Report, Martin, K., Hart, R.,
 White, R. and Sharp, C, September 2011

ⁱⁱⁱ *Preventing loneliness and social isolation: interventions and outcomes*, Karen Windle, Jennifer Francis
 and Caroline Coomber, Social Care Institute for Excellence, 2001

^{iv} **Personal budget users in 2012-13 by where they live**





vi Department for Work & Pensions

vii Department for Work & Pensions

viii DLA higher rate mobility claimants, February 2013 data

Age	Total	Male	Female
All ages	21,920	10,080	11,830
Aged 16-24	530	300	230
Aged 25-49	4,220	1,810,	2,410
Aged 50-64	7,880	3,450	4,230
Aged 65+	8,780	4,120	4,860

ix Priced out: ending the financial penalty of disability by 2020, SCOPE, 2014

Policy and Resources Committee

Item No 10.....

Report title:	Annual Investment and Treasury Strategy 2015-16
Date of meeting:	26th January 2015
Responsible Chief Officer:	Executive Director of Finance (Interim)
Strategic impact It is a regulatory requirement for local authorities to produce an Investment and Treasury Strategy for the year ahead. The Strategy forms an important part of the overall management of the Council's financial affairs and details the criteria for choosing investment counterparties and managing the authority's underlying need to borrow for capital purposes.	

Executive summary

In accordance with regulatory requirements, this report presents the Council's investment and borrowing strategies for 2015-16, including the criteria for choosing investment counterparties.

Despite an improvement in general economic and financial indicators, the environment in which the Council's treasury activity operates remains challenging. The Bank of England's Base Rate remains at 0.5%, constraining investment returns.

To avoid the 'cost of carrying' debt, the Council continues to defer borrowing for capital purposes. As long term borrowing rates rise, the "cost of carrying" debt in the short term will increase. Longer term borrowing rates must be closely monitored and a flexible approach to borrowing adopted.

The proposed 2015-16 Strategy is largely unchanged from that approved for 2014-15; the strategy incorporates a diversified pool of high quality counterparties and the maximum deposit duration remains unchanged at two years.

The County Council is changing its Corporate Banker in 2015-16, when over 500 bank accounts transfer from the Co-operative Bank to Barclays Bank plc.

Recommendations:

It is recommended that the Policy and Resources Committee endorse and recommend to County Council; the Annual Investment and Treasury Strategy for 2015-16, including the treasury management Prudential Indicators detailed in Section 8.

1. Introduction

- 1.1 The Chartered Institute of Public Finance and Accountancy's (CIPFA's) Code of Practice for Treasury Management in the Public Services (the Code) requires local authorities to produce a treasury management strategy for the year ahead. The County Council is required to comply with the Code through regulations issued under the Local Government Act 2003 and has adopted specific clauses and policy statements from the Code as part of its Financial Regulations.
- 1.2 Complementary to the CIPFA Code is the Department for Communities and Local Government's (DCLG's) Investment Guidance, which requires local authorities to produce an Annual Investment Strategy.
- 1.3 This report combines the reporting requirements of both the CIPFA Code and DCLG's Investment Guidance.

2. Evidence

- 2.1 The primary objectives of the Council's Investment and Treasury Strategy are to safeguard the timely repayment of principal and interest, whilst ensuring adequate liquidity for cash flow and the generation of investment yield. A flexible approach to borrowing for capital purposes will be maintained which avoids the 'cost of carrying debt' in the short term. This strategy is prudent while investment returns are low and counterparty risk (the other party involved in a financial transaction, typically a bank or building society) remains relatively high.

The annex summarises:

- The Treasury Management Function
- Capita Asset Services Economic Forecast
- Investment Strategy 2015-16 - Background
- Investment Strategy 2015-16 – Counterparty Criteria
- Investment Strategy 2015-16 – Specified & Non-Specified Investments
- Investment Strategy 2015-16 – Counterparty Monetary & Time Limits
- Borrowing Strategy 2015-16
- Treasury Management Prudential Indicators
- Leasing

3. Financial Implications

Financial implications relating to this Strategy (budget forecasts for interest receivable from investment deposits and interest payable on borrowing) have been incorporated in the 2015-16 Revenue Budget and will be monitored and reported to Policy and Resources Committee throughout the year as part of the regular monitoring process.

The Council's budget for interest payable on external borrowing is constructed on the basis of borrowing at the beginning of the financial year. This allows the County Council to achieve the most advantageous borrowing and investment position and react to volatility in the financial markets. Should borrowing continue to be deferred, the underspending will be reported to the Policy and Resources Committee during the year.

4. Issues, risks and innovation

Risk implications

- 4.1 The County Council's treasury management activities provide for "the effective management of risk while pursuing optimum performance consistent with those risks." The Annual Investment & Treasury Strategy 2015-16 describes the parameters for risk management. Operationally, a risk register is maintained to monitor risks and control measures.

5. Background

- 5.1 The investment and borrowing strategy presented in this report for approval form an important part of the overall financial management of the Council's affairs. They have been produced in accordance with best practice and guidance and in consultation with the Council's external treasury advisors.

Officer Contact

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

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Annual Investment and Treasury Strategy 2015-16

1. The Treasury Management Function

- 1.1 The CIPFA Code defines treasury management activities as “the management of the Council's cash flows, its banking, money market and capital market transactions; the effective management of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”
- 1.2 The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet its cash expenditure. Part of the treasury management operations ensures this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties, providing adequate liquidity before considering investment return.
- 1.3 A further function of the treasury management service is funding of the Council's capital plans. These capital plans provide a guide to the borrowing requirement of the Council, essentially the longer term cash flow planning, typically 30 years plus, to ensure the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using internal cash balances on a temporary basis. Debt previously borrowed may be restructured to meet Council risk or cost objectives.
- 1.4 The County Council has delegated responsibility for the implementation of its treasury management policies and practices to the Council's Policy and Resources Committee. Day to day execution and administration of treasury management decisions has been delegated to the Executive Director of Finance. The cross party Treasury Management Panel has specific responsibilities regarding the monitoring of treasury management activities.
- 1.5 External treasury management services are provided by Capita Asset Services.

Capita Asset Services provides a range of services which include:

- Technical support on treasury matters and capital finance issues.
- Economic and interest rate analysis.
- Debt services which includes advice on the timing of long term borrowing.
- Debt rescheduling advice surrounding the existing portfolio.
- Generic investment advice on interest rates, timing and investment instruments.
- Credit ratings/market information service for the three main credit rating agencies (Fitch, Moody's and Standard & Poors).

- 1.6 Whilst Capita Asset Services provides support to the treasury function, under market rules and in accordance with the CIPFA Code of Practice, the final decision on treasury matters remains with the County Council.
- 1.7 The Council also receives information and guidance from a number of professional sources operating in the financial markets, such as money brokers and investment managers. The Council's finance staff regularly participate in practitioner networks and organisations which share treasury management information and best practice. The Council's Chief Investment Manager is a member of CIPFA's Treasury Management Network Advisory Panel.
- 1.8 Member consideration of treasury management matters and the need to ensure that officers dealing with treasury management are trained and kept up to date, requires a suitable training process for both Members and officers. The County Council has addressed this important issue by:
- Providing training presentations to Members of the Treasury Management Panel as part of the meeting agenda.
 - Providing treasury related briefings to Members on specific issues.
 - Providing treasury management induction training for all new staff and refresher training for existing staff.
 - Supporting treasury management related Continued Professional Development targets as part of the annual appraisal process.
 - Maintaining a training log within the Treasury Management Practices manual.
- 1.9 In accordance with the Code of Practice on Treasury Management, performance will continue to be monitored and reported to Policy and Resources Committee as part of the Revenue Monitoring Report and regularly to the Treasury Management Panel.
- 1.10 The Council's treasury management and debt management performance is also benchmarked externally against other local authorities as part of the Council's membership of CIPFA's benchmarking clubs. Through the active participation in treasury management networking groups, the Council is also able to benchmark its investment strategy with other local authorities. The Council's current strategy is closely aligned with its peers.

2. Capita Asset Services Economic Forecast

2.1 Economic Overview

- 2.1.1 UK GDP growth surged during 2013 and the first half of 2014. Since then it appears to have subsided somewhat but still remains strong by UK standards and is expected to continue likewise into 2015 and 2016. However, there needs to be a significant rebalancing of the economy away from consumer spending to manufacturing, business investment and exporting in order for this recovery to become more firmly established. One drag on the economy is that of wage inflation, which has only recently started to exceed CPI inflation, so enabling disposable income and living standards to start improving.

The plunge in the price of oil brought CPI inflation down to a low of 1.0% in November, the lowest rate since September 2002. Inflation is expected to stay around 1.0% for the best part of a year. This will help improve consumer disposable income and so underpin economic growth during 2015.

The United States, the biggest world economy, has generated stunning growth of 4.6% (annualised) in Q2 2014 and 5.0% in Q3. This is highly promising for the outlook for strong growth going forward and it very much looks as if the US is now firmly on the path of full recovery from the financial crisis of 2008. Consequently, it is now confidently expected that the US will be the first major western economy to start on central interest rate increases by mid 2015.

The current economic outlook and structure of market interest rates and government debt yields have several key treasury management implications:

- Greece: the general election on 25th January 2015 is likely to bring a political party to power which is anti EU and anti austerity. However, if this eventually results in Greece leaving the Euro, it is unlikely that this will directly destabilise the Eurozone as the EU has put in place adequate firewalls to contain the immediate fallout to just Greece. However, the indirect effects of the likely strengthening of anti EU and anti austerity political parties throughout the EU is much more difficult to quantify;
- As for the rest of Eurozone, the downturn in growth and inflation during the second half of 2014, have led to concerns that it could be heading into deflation and prolonged very weak growth. Sovereign debt difficulties have not gone away and major concerns could return in respect of individual countries that do not dynamically address fundamental issues of low growth, international uncompetitiveness and the need for overdue reforms of the economy (as Ireland has done). It is, therefore, possible over the next few years that levels of government debt to GDP ratios could continue to rise to levels that could result in a loss of investor confidence in the financial viability of such countries. Counterparty risks therefore remain elevated. This continues to suggest the use of higher quality counterparties for shorter time periods;
- Investment returns are likely to remain relatively low during 2015/16 and beyond;
- Borrowing interest rates have been volatile during 2014 as alternating bouts of good and bad news have promoted optimism, and then pessimism, in financial markets. During July to October 2014, a building accumulation of negative news has led to an overall trend of falling rates. The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this needs to be carefully monitored to avoid incurring higher borrowing costs in later times, when local authorities will not be able to avoid new borrowing to finance new capital expenditure and/or to refinance maturing debt;

- There will remain a cost of carry to any new borrowing which causes an increase in investments as this will incur a revenue loss between borrowing costs and investment returns.

2.1.2 The following table gives Capita Asset Services central view of UK Base Rate and Public Works Loan Board (PWLb) borrowing rates:

Quarter Ending	Base Rate (%)	PWLb Borrowing Rates (%)		
		5 year	25 year	50 year
Mar 2015	0.50	2.20	3.40	3.40
June 2015	0.50	2.20	3.50	3.50
Sept 2015	0.50	2.30	3.70	3.70
Dec 2015	0.75	2.50	3.80	3.80
Mar 2016	0.75	2.60	4.00	4.00
June 2016	1.00	2.80	4.20	4.20
Sept 2016	1.00	2.90	4.30	4.30
Dec 2016	1.25	3.00	4.40	4.40
Mar 2017	1.25	3.20	4.50	4.50
June 2017	1.50	3.30	4.60	4.60
Sep 2017	1.75	3.40	4.70	4.70
Dec 2017	1.75	3.50	4.70	4.70
Mar 2018	2.00	3.60	4.80	4.80
Increase over the 3 year period	+1.50	+1.40	+1.40	+1.40

3. Investment Strategy 2015-16 - Background

- 3.1 Forecasts of short-term interest rates, on which investment decisions are based, suggest that the 0.5% Bank Rate will remain unchanged until the fourth quarter of 2015. There is a risk that if economic growth weakens, increases in the Bank Rate will be pushed back.
- 3.2 The investment earnings rates which most closely matches our average deposit profile is the 3 month LIBID (London Intra Bank Bid rate for money market trades) forecast. The suggested budgeted interest rates for the following 3 financial years are as follows:

Financial Year	Budgeted Interest Earnings
2015-16	0.60%
2016-17	1.25%
2017-18	1.75%

- 3.3 The 2015-16 County Council net budget provision (after adjusting for internal interest earning accounts) for interest receivable is approximately £1.690M.

3.4 There are 3 key considerations to the treasury management investment process.

CLG's Investment Guidance ranks these in the following order of importance:

- security of principal invested,
- liquidity for cash flow, and
- investment return (yield).

Each deposit is considered in the context of these 3 factors, in that order.

3.5 CLG's Investment Guidance requires local authorities to invest prudently and give priority to security and liquidity before yield, as described above. In order to facilitate this objective, the Guidance requires the County Council to have regard to CIPFA's Code of Practice for Treasury Management in the Public Sector.

3.6 The key requirements of both the Code and the Investment Guidance are to produce an Annual Investment and Treasury Strategy covering the following:

- Guidelines for choosing and placing investments – Counterparty Criteria (Section 4).
- Details of Specified and Non-Specified investment types (Section 5).
- Identification of the maximum period for which funds can be committed – Counterparty Monetary & Time Limits (Section 6).

4. Investment Strategy 2015-16 - Counterparty Criteria

4.1 The Council works closely with its external treasury advisors to determine the criteria for high quality institutions. The minimum rating criteria uses the 'lowest common denominator' method of selecting counterparties and applying lending limits to those counterparties (see Section 6). This means that the application of the Council's minimum criteria will apply to the lowest available rating for any institution. For example, if an institution is rated by all three credit rating agencies, two meet the Council's criteria, the other does not, the institution will fall outside the lending criteria. This is in compliance with the CIPFA Treasury Management Code of Practice.

4.2 Continuing regulatory changes in the banking sector are likely to result in the withdrawal of implied sovereign support ratings (viability, financial strength and support credit ratings) currently used by both Moody's and Fitch. This will result in the key ratings used to monitor counterparties being Short Term and Long Term ratings only. To pre-empt this change the County Council approved in December 2014, a revision to the Council's credit rating criteria.

- 4.3 The criteria for providing a pool of high quality investment counterparties for inclusion on the Council's 'Approved Authorised Counterparty List' is provided below. The respective Fitch, Standard and Poors and Moody's Short and Long term ratings are detailed in Appendix 1.

- (i) **UK Banks** which have as a minimum, the following Fitch, Standard and Poors and Moody's credit ratings:

UK Banks	Fitch	Standard & Poors	Moody's
Short Term Ratings	F1	A-1	P-1
Long Term Ratings	A-	A-	A3

- (ii) **Non-UK Banks** domiciled in a country which has a minimum sovereign rating of AAA and as a minimum, the following Fitch, Standard and Poors and Moody's credit ratings:

Non-UK Banks	Fitch	Standard & Poors	Moody's
Short Term Ratings	F1+	A-1+	P-1
Long Term Ratings	AA-	AA-	Aa3

- **Part Nationalised UK Banks** – Lloyds Banking Group and Royal Bank of Scotland Group. These banks are included while they continue to be part nationalised or they meet the ratings for UK Banks above.

- **The County Council's Corporate Banker** – If the credit ratings of the County Council's corporate banker (currently Co-operative Bank) fall below the minimum criteria for UK Banks above, then cash balances held with that bank will be for account operation purposes only and balances will be minimised in terms of monetary size and time. A new corporate banking contract has been awarded to Barclays Bank plc and will become operational during 2015-16.
 - **Building Societies** – The County Council will use Building Societies which meet the ratings for UK Banks outlined above.
 - **Money Market Funds (MMFs)** – which are rated AAA by all three major rating agencies. MMF's are 'pooled funds' investing in high-quality, high-liquidity, short-term securities such as treasury bills, repurchase agreements and certificate of deposit. Funds offer a high degree of counterparty diversification that include both UK and Overseas Banks.
 - **UK Government** – including the Debt Management Account Deposit Facility & Sterling Treasury Bills. Sterling Treasury Bills are short-term (up to six months) 'paper' issued by the UK Government. In the same way that the Government issues Gilts to meet long term funding requirements, Treasury Bills are used by Government to meet short term revenue obligations. They have the security of being issued by the UK Government.
 - **Local Authorities, Parish Councils etc.** – Includes those in England and Wales (as defined in Section 23 of the Local Government Act 2003) or a similar body in Scotland or Northern Ireland.
- 4.4 The Executive Director of Finance is responsible for maintaining the Approved Authorised Counterparty List in accordance with the above criteria. Credit rating information is supplied by our external treasury advisors on all active counterparties that comply with the above criteria. Any rating changes, rating watches (notification of a likely change) and rating outlooks (notification of a possible longer term change) are provided by our external treasury advisors immediately they occur. The List is therefore actively managed on a day-to-day basis and when an institution no longer meets the criteria outlined above, it is immediately removed. The List is reviewed at least once a year for any possible additions. An indicative list, reflecting the ratings above is attached (Appendix 2).
- 4.5 All cash invested by the County Council in 2015-16 will be either Sterling deposits (including certificates of deposit) or Sterling Treasury Bills invested with banks and other institutions in accordance with the Approved Authorised Counterparty List.

- 4.6 The Code of Practice requires local authorities to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for use, additional market information will be used to inform investment decisions. This additional market information includes, for example, Credit Default Swap rates and equity prices in order to compare the relative security of counterparties.

5. Investment Strategy 2015-16 – Specified & Non-Specified Investments

- 5.1 As determined by CLG's Investment Guidance, Specified Investments offer "high security and high liquidity". They are Sterling denominated and have a maturity of less than one year. Institutions of "high" credit quality are deemed to be Specified Investments. From the pool of high quality investment counterparties identified in Section 4, the following are deemed to be Specified Investments where the period of deposit is 364 days or less:

- Banks: UK and Non-UK;
- Part Nationalised UK Banks;
- Building Societies (which meet the minimum ratings criteria for Banks);
- Money Market Funds;
- UK Government;
- Local Authorities, Parish Councils etc.

- 5.2 Non-Specified Investments are those investments that do not meet the criteria of Specified Investments. From the pool of counterparties identified in Section 5, they include:

- The County Council's Corporate Banker (Co-operative Bank, until such a time that all bank accounts transfer to Barclays Bank plc at which point the investment will be deemed specified);
- Any investment greater than 364 days.

- 5.3 The categorisation of 'Non-Specified' does not in anyway detract from the credit quality of these institutions, but is merely a requirement of the Government's guidance.

- 5.4 The Council's proposed Strategy for 2015-16 therefore includes both Specified and Non-Specified Investment institutions.

6. Investment Strategy 2015-16 - Counterparty Monetary & Time Limits

- 6.1 The level of cash balances represents money received in advance of it being required to meet the cost of County Council services. Balances are also required to support the Council's cash backed reserves and provisions which are held for specific purposes. Cash balances fluctuate on a daily basis as the receipt of this income does not exactly match the timing of the expenditure. Whilst the average level of daily cash balances is forecast to be around £200M in 2015-16, the timing of receipts over payments could increase this to nearer £300M on occasions.
- 6.2 The County Council also provides treasury management services to other bodies (Police and Crime Commissioner for Norfolk, the Norse Group, Norfolk & Suffolk Probation Trust, Norfolk and Suffolk CRC, Independence Matters and the Norfolk Pension Fund). The average daily cash balance of these other bodies is expected to total £60M.
- 6.3 Lending limits have been calculated to accommodate forecast cash balances and to achieve diversification of counterparty. Separate lending limits have been determined for the County Council and the other bodies and assigned to each counterparty on the Approved Authorised Counterparty List.

COUNTERPARTY	NCC LENDING LIMIT (£M)	OTHER BODIES LENDING LIMIT (£M)	AGGREGATE LENDING LIMIT (£M)	TIME LIMIT
BANKS				
UK Banks	£70M	£50M	£120M	2 Years
Non-UK Banks	£35M	£25M	£60M	364 Days
PART NATIONALISED UK BANKS				
Lloyds TSB Bank / Bank of Scotland Group	£80M	£50M	£130M	2 Years
Royal Bank of Scotland / Nat. West. Group	£80M	£50M	£130M	2 Years
UK BUILDING SOCIETIES				
Building Societies	£35M	£25M	£60M	364 Days
MONEY MARKET FUNDS				
MMFs	£25M (per Fund)	£25M (per Fund)	£50M (per Fund)	Instant Access
UK GOVERNMENT				
Debt Management Account Deposit Facility	Unlimited	Unlimited	Unlimited	6 Months (being max period available)
Sterling Treasury Bills	Unlimited	Unlimited	Unlimited	6 Months (being max period available)
Local Authorities	Unlimited (individual authority limit of £20m)	Unlimited (individual authority limit of £20m)	Unlimited (individual authority limit of £20m)	2 Years
OTHER				
The Norse Group	£15M	Nil	£15M	364 Days

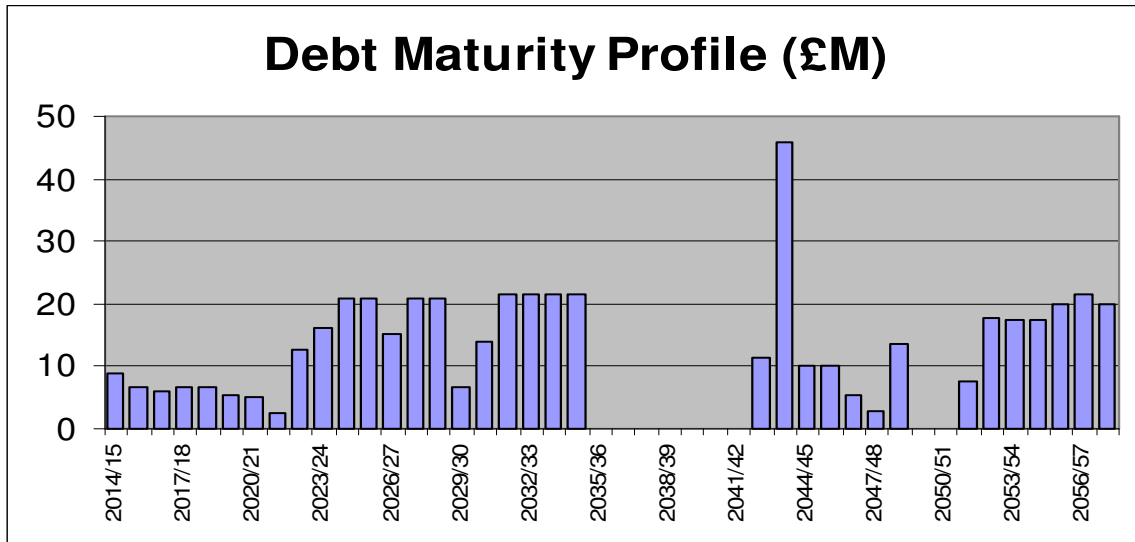
Notes:

- In addition to individual institutional lending limits, 'Group Limits' are used whereby the collective investment exposure of individual banks within the same banking group is restricted to a group total lending limit. For example, in the case of Lloyds TSB and Bank of Scotland, the group lending limit for the Lloyds Banking Group is £80M.
- Deposits beyond 364 days may only be made with UK Banks which have a long-term credit rating of AA- (or equivalent). Deposits may be placed with UK Part Nationalised Banks and Local Authorities for periods up to 2 years.

- The Council will only use non-UK banks from countries with a minimum sovereign rating of AAA. No more than £35M will be placed with any individual non-UK country at any time.
 - For each of the five other bodies (Police and Crime Commissioner for Norfolk, the Norse Group, Independence Matters, Norfolk & Suffolk Probation Trust, Norfolk and Suffolk CRC and the Norfolk Pension Fund) a lending limit of no more than 50% of cash balances is to be deposited with any one single counterparty, up to a maximum monetary limit of £10m per counterparty.
- 6.4 It is estimated that in 2015-16, the maximum level of Council funds invested for periods greater than 364 days (and therefore categorised as a non-specified investment – see Section 6) will be no more than £100M based on current projected cash balances.

7. Borrowing Strategy 2015-16

- 7.1 The County Council undertakes capital expenditure on long-term assets. Capital expenditure can either be paid for immediately by applying capital receipts, capital grants or revenue contributions or by borrowing which spreads the costs over future generations who use the asset. The Council's need to borrow is measured by the Capital Financial Requirement, which simply represents the total outstanding capital expenditure, which has not yet been paid for from either capital or revenue resources.
- 7.2 For the County Council, borrowing principally relates to long term loans (i.e. loans in excess of 364 days). The borrowing strategy includes decisions on the timing of when further monies should be borrowed.
- 7.3 The main source of long term loans is the Public Works Loan Board (PWLB), which is part of the UK Debt Management Office (DMO). The maximum period for which loans can be advanced by the PWLB is 50 years.
- 7.4 In accordance with the approved 2014-15 Investment and Treasury Strategy, the County Council has postponed any new borrowing for capital purposes, using cash balances on a temporary basis to avoid the cost of 'carrying' debt in the short term. "Cost of carry" is the difference between interest paid and interest earned on borrowed monies while temporarily held as cash balances until used to fund capital expenditure. Delaying borrowing and running down the level of investment balances also reduces the County Council's exposure to investment counterparty risk. The option of continuing to postpone borrowing into 2015-16 will be considered as part of the on-going management of the 2015-16 borrowing strategy.
- 7.5 The Council has not undertaken any new borrowing since 2008-09 when the level of debt outstanding was £602M. The Council's debt portfolio is currently £494M (Dec. 2014). The profile of debt maturities is shown in the table below. A further £19M of debt is scheduled for repayment over the next 3 years.



- 7.6 The Council is currently maintaining an under-borrowed position of approximately £113M. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and day to day cash flow has been used as a temporary internal source of borrowing. This strategy is prudent as investment returns are low and counterparty risk is relatively high. As long term borrowing rates continue to rise, the "cost of carrying" debt in the short term increases. By avoiding the "cost of carrying" debt the County Council is currently saving around £3.5M pa (assuming a net interest rate differential of 3.0%). Short and long term interest rates must be closely monitored to ensure that delaying any new borrowing to avoid the "cost of carrying" debt remains prudent, sustainable and affordable in current and future years.
- 7.7 The challenging and uncertain economic outlook outlined by Capita Asset Services in Section 2, together with managing the cost of "carrying debt" requires a flexible approach to borrowing. The Executive Director of Finance, under delegated powers, will take the most appropriate form of borrowing depending on the prevailing interest rates at the time, taking into account the risks identified in Capita Asset Services economic overview.
- 7.8 The level of outstanding debt and composition of debt, in terms of individual loans, is kept under review. The PWLB provides a facility to allow the restructure of debt, including premature repayment of loans, and encourages local authorities to do so when circumstances permit. This can result in net savings in overall interest charges. The Executive Director of Finance and Capita Asset Services will monitor prevailing rates for any opportunities during the year.

- 7.9 The County Council has flexibility to borrow funds in the current year for use in future years. For example, the Executive Director of Finance may do so under delegated powers where a sharp rise in interest rates is expected and so borrowing early at fixed interest rates may be economically beneficial or meet budgetary constraints. Whilst the Executive Director of Finance will adopt a cautious approach to any such borrowing, where there is a clear business case for doing so borrowing will be undertaken to fund the approved capital programme. Risks associated with any advance borrowing will be subject to appraisal in advance and subsequent reporting through the established reporting process.
- 7.10 PWLB borrowing has become less attractive in recent years, due to its policy decision to increase the margin payable over interest rates (Gilts). In response, the Local Government Association is currently in the process of setting up a "Municipal Bond Agency." While it is hoped that the Agency's borrowing rates will be lower than those offered by the PWLB, this is by no means guaranteed. Initially it is unlikely that the Agency will be able to offer the same degree of operational flexibility as the PWLB regarding loan advances and repayments. The County Council will continue to use the most appropriate source of borrowing at the time of making application, including; the PWLB, commercial market loans and the Municipal Bond Agency.

8. Treasury Management Prudential Indicators

- 8.1 There are four treasury related Prudential Indicators. The purpose of the indicators is to restrict the activity of the treasury function to within certain limits, thereby managing risk and reducing the impact of an adverse movement in interest rates. However, if these indicators are too restrictive, they will impair the opportunities to reduce costs/improve performance. The Indicators are:
- **Upper Limits on Variable Interest Rate Exposure** – This identifies a maximum limit for variable interest rates based upon the debt position net of investments. It is recommended that the County Council set an upper limit on its variable interest rate exposures for 2015-16, 2016-17 and 2017-18 of 30% of its net outstanding principal sums. This is consistent with policy followed in previous years.
 - **Upper Limits on Fixed Interest Rate Exposure** – Similar to the previous indicator, this covers a maximum limit on fixed interest rates. It is recommended that the County Council set an upper limit on its fixed interest rate exposures for 2015-16, 2016-2017 and 2017-2018 of 100% of its net outstanding principal sums.
 - **Maturity Structures of Borrowing** – These gross limits are set to reduce the County Council's exposure to large fixed rate sums falling due for refinancing and require upper and lower limits. It is recommended that the County Council sets the following limits for the maturity structures of its borrowing. These limits follow existing treasury management policy and are unchanged from 2014-2015:

	Lower Limit	Upper Limit
Under 12 months	0%	15%
12 months and within 24 months	0%	15%
24 months and within 5 years	0%	45%
5 years and within 10 years	0%	75%
10 years and above	0%	100%

- **Total Principal Funds Invested for Greater than 364 Days** – This limit is set with regard to the County Council's liquidity requirements. As stated in para. 6.4 above, it is estimated that in 2015-16, the maximum level of Council funds invested for periods greater than 364 days will be no more than £100M.

9. Leasing

- 9.1 It is anticipated that leasing facilities totalling £5M will be drawn-down in 2015-16, relating to a variety of vehicles and general equipment. In recent years there have been significant changes in the regulations affecting leasing in the public sector, resulting in more freedom and flexibility. As a consequence, the Council's leasing policy has been replaced with comprehensive leasing guidance reflecting industry best practice. External leasing advice continues to be provided by Capita Asset Services.

Appendix 1

Moody's		S&P		Fitch		
Long-term	Short-term	Long-term	Short-term	Long-term	Short-term	
Aaa	P-1	AAA	A-1+	AAA	F1+	Prime
Aa1		AA+		AA+		High grade
Aa2		AA		AA		
Aa3		AA-		AA-		
A1		A+	A-1	A+	F1	Upper medium grade
A2	A	A				
A3	P-2	A-	A-2	A-	F2	
Baa1		BBB+		BBB+		
Baa2	P-3	BBB	A-3	BBB	F3	
Baa3		BBB-		BBB-		
Ba1	Not prime	BB+	B	BB+	B	
Ba2		BB		BB		
Ba3		BB-		BB-		
B1		B+		B+		Highly speculative
B2		B		B		
B3		B-		B-		
Caa1		CCC+	C	CCC	C	Substantial risks
Caa2		CCC				Extremely speculative
Caa3		CCC-				In default with little prospect for recovery
Ca		CC				
		C				
C		D	/	DDD	/	In default
/				DD		
/				D		

Indicative List of Approved Counterparties for Lending

UK Banks

Barclays Bank
HSBC Bank Group
Santander UK
Standard Chartered

Non-UK Banks

Australia:

Australia & New Zealand Banking Group
Commonwealth Bank of Australia
National Australia Bank Limited
Westpac Banking Corporation

Canada:

Royal Bank of Canada
Toronto-Dominion Bank

Germany:

KfW
Landwirtschaftliche Rentenbank

Luxembourg:

Banque et Caisse d'Epargne de l'Etat
Clearstream Banking

Singapore:

DBS Bank Ltd
Oversea-Chinese Banking Corp
United Overseas Bank Limited

Sweden:

Svenska Handelsbanken

Part Nationalised UK Banks

Lloyds TSB Bank(*)
Bank of Scotland Plc(*)
Royal Bank of Scotland(#)
National Westminster(#)

UK Building Societies

Nationwide BS

Money Market Funds

Federated MMF

UK Government

Debt Management Account Deposit Facility

Sterling Treasury Bills

Local Authorities, Parish Councils

Other

The Norse Group

Note: (*) (#) A 'Group Limit is operated whereby the collective investment exposure of individual banks within the same banking group is restricted to a group total.

Policy and Resources Committee

Item No 11.....

Report title:	Norfolk County Council Constructors' Framework Renewal
Date of meeting:	26 th January 2015
Responsible Chief Officer:	Peter Timmins, Interim Executive Director of Finance & Duncan Johnson, Interim Head of Property
Strategic impact Norfolk County Council have since 2003 undertaken all significant (greater than £300,000) capital construction projects through three successive, four year frameworks adopting a partnering framework approach. The current capital construction partnering framework concludes in September 2015 and if a new framework is to be implemented, procurement must commence in the New Year to ensure continuity of provision	

Executive summary

There is national evidence that partnering frameworks offer many advantages over traditional, separately tendered procurement exercises and NCC's very positive experience to date includes.

- Being able to cope with unexpected surges in projects, such as the Norfolk Schools programme which delivered 39 projects (2006 – 2010) with a value of circa £100m that NPS unexpectedly had to manage and deliver following a PFI that failed to reach agreement.
- Mitigating significant increases in construction costs i.e. the County Hall project where the constructor has been able to hold costs for floors six to one for demolition and fit out trades through to 2015 at the levels tendered in 2012/ 2013 despite significant cost increases being experienced in the market.
- Utilising the framework to provide the impetus and sustainability for Build Norfolk that has seen benefits to construction SMEs in Norfolk, including qualifying to be accepted into major national construction companies' supply chains.
- Ability to deliver significant projects by NCC-owned organisations which are focused on delivering NCC strategic objectives – such as the Norse Care Lydia Eva care home, Hethel Engineering Centre and the NEWS Major Recycling facility

Recommendations:

1. That members authorise the procurement of a partnering construction framework, structured to deliver all significant (greater than £300,000) construction works on behalf of Norfolk County Council to be ready for implementation around September 2015, with the following characteristics:

- **That the framework have the ability to be utilised by other publicly funded bodies**
 - **That the framework have at its heart the aim of supporting the local economy and aiding the achievement of Norfolk's and other publicly funded organisations' ambitions and priorities**
 - **That the framework have two lots**
 - **Lot 1 (simple projects): £300k – £3m with five to six constructors.**
 - **Lot 2 (complex projects): £3m+ with three or four constructors**
- 2. That Members agree that no further consultation is required further to the Public Contracts (Social Value) Act 2012**
 - 3. That Members delegate to Heads of Procurement and Property the finer details of Framework design, including the finer details of the OJEU evaluation model, but that the award decision be retained by policy and resources committee.**

1. Proposal

To procure a construction partnering framework that is designed to focus on delivery of NCC strategic objectives and aspirations

It is proposed that the new framework will be procured using NCC processes with the procurement team managing the overall process and NPS providing all construction-related technical and professional expertise

The experience in Norfolk has shown that a partnering framework provides a model capable of driving clear improvements in the delivery of capital projects and flexing to meet the requirements of the authority and other public sector bodies.

The partnering approach allows the authority to use its construction programme as a catalyst for economic development by stimulating construction supply chain businesses to improve. This has the effect of enhancing the competitiveness of local businesses within the region and will ensure the skills and capacity is in place for major construction projects planned in Norfolk

Public Services (Social Value) Act and NCC corporate strategy

There has been significant engagement with current and potential suppliers about how to obtain social value (the advancement of the economic, environmental and social wellbeing of the people of Norfolk) through the proposed procurement exercise. Officers' view, confirmed by these consultations, is that letting a framework will be the best means of achieving these objectives, and that further consultation pursuant to the Public Services (Social Value) Act is not required.

The framework will be structured to deliver environmental, economic and social objectives.

The environmental objectives are:

- To minimise embedded carbon and carbon emissions through building life by putting in place a supply chain capable of delivering low-carbon buildings to a high standard
- To stimulate a local supply chain which minimises travel, thus reducing carbon emissions from this source.

The social and economic objectives are:

- To encourage the delivery of apprenticeships through requiring good links between constructors and school and colleges
- To encourage the delivery of a local supply chain through further development of the Build Norfolk initiative (described below) and through requiring the firms appointed to the framework to engage actively with potential local suppliers.

The qualification and award criteria will reflect these objectives and will place less emphasis on price than the current framework (where price can account for up to 95% of the marks).

The One Public Estate programme

This initiative is designed to help local authorities to work successfully with central government and local agencies on public property and land issues through sharing and collaboration.

The ability of a NCC Framework to be utilised by other public bodies could assist the achievement of the programme's key objectives which include;

- Creating economic growth.
- Generating capital receipts
- Reducing running costs
- Delivering more integrated and customer focused services

Next steps

The broad timescale is as follows.

Advertise the Framework to the market	February
Pre Qualify constructors	March – April
Tender Process	May - June
Award decision to committee	July
Commence	September

2. Evidence

Advantages to a local authority of using their own framework include;

- focusing on enabling spend in the local economy
- the ability to influence training, development and employment
- enables control to be retained locally
- speed of response, in that procurement is undertaken via further competitions rather than individual project OJEU processes
- the client organisation's capacity and flexibility can be matched to the management requirements of the framework
- there are opportunities to standardise products and materials wherever possible
- enables consistency of delivery
- opportunities to create strategic delivery partnerships
- client organisation develops common processes and procedures with constructors thereby enabling more efficient project delivery

The NCC Framework & Build Norfolk

Build Norfolk was launched in 2006, promoted by NPS and Norfolk County Council. A significant element of its activity is to facilitate buyers from the Framework constructors to engage with current and prospective local suppliers to assist the supply chain in understanding and meeting constructors selection criteria. This has made a significant difference to the volume of work contracted to Build Norfolk member firms with growth from £11m in year 1 of Build Norfolk's operations to a conservative £42m by 2010/11.

Build Norfolk and Norfolk County Council are founder partners in TrAC, a scheme which enables organisations to share development of apprentices.

TrAC currently employs 5 young people in the construction industry in Norfolk with an additional group of 11 having started their Highways Maintenance apprenticeships with TrAC in October, one of which is a care leaver. NCC currently chairs TrAC's Local Authority Steering Board

Feedback from existing constructors on the framework is that the framework provides the stability which enables a long term commitment to apprentices and management trainees, access to local suppliers and future employees via Build Norfolk events such as; Construction Marketplace and Build Your Future.

Alternative Options

Members could decide not to tender a Framework. One alternative to tendering a new Framework is to return to seeking competitive tenders for each individual project. This, however, would likely increase 'in house' costs and would require additional resources to manage and monitor. It would also result in individual project procurements taking longer, being more exposed to market fluctuations, and the loss of acknowledged partnering benefits. It could also involve increasing costs to the market, based on completion of tendering documentation.

Another alternative would be for NCC to use other organisations' Framework arrangements. This may involve payment of a fee to join and a payment per project. There would be less likelihood that local sub-contractors or suppliers would be employed and hence local businesses may be disadvantaged.

Without a Framework, the local constructor partners are not able to access potential works from other bodies, thereby limiting their opportunities to support Norfolk skills development and employment.

The future success and viability of Build Norfolk relies on there being a well supported NCC Framework; without this backing the benefits to Norfolk SMEs achieved thus far may be in jeopardy

3. Financial Implications

The Framework will deliver all capital construction projects for Norfolk County Council (unless, exceptionally, a decision is taken to go outside the framework)

Each individual project will have been subject to the Authority's budget setting processes and authorisations

There are no direct financial implications to this proposal other than officers' and NPS time in managing the procurement process and on-going framework management activities

Market conditions

During the last ten years the economic and construction industry climate has seen significant change with depressed market conditions being prevalent since 2008/9. The value and number of projects being managed through the current NCC framework has been lower than in the previous framework, however the number of non-NCC organisations utilising the current Framework has increased with thirteen non-NCC schemes (including two programmes) being delivered.

There are now signs of an upturn in the market with construction costs increasing and a shortage of some materials and skills in key trades being made more acute by high demand in the house-building market. It is envisaged that the next few years will see the emergence of a stable to buoyant market, potentially led by the housing (both affordable and developer) and commercial sectors.

The Royal Institute of British Architects (RIBA) (September 2014) indicated that overall confidence of RIBA members continued to be positive across the whole of the UK and that a more predictable public sector pipeline has offered practices a greater sense of stability. They further noted that 'Although the private housing and commercial sectors clearly offer the best current prospects, there is a sense of greater stability in public sector workloads, with larger practices in particular becoming more optimistic about a more predictable pipeline of public sector construction expenditure, and modest signs of increasing activity in the community sector.'

With the improvement in the market there is a greater reluctance of constructors to bid for projects and frameworks that do not represent an effective return on investment.

Frameworks are likely to have to retain or increase their attraction to constructors in order to maintain industry interest and provide incentives for constructors to invest resources and funding to devote to framework projects and clients.

4. Issues, risks and innovation

Legal implications

- The Framework will be procured in full compliance with procurement law and social value requirements

Risks

- The new Framework must remain attractive to the market in order to ensure high quality bids and the support of constructors to the achievement of the wider framework objectives. The structure and management of the Framework and lots will ensure this.
- To ensure the best possible value for money, competition will be introduced via individual mini competitions for each project. It is likely that the quality / pricing criteria will be fine-tuned for each project to ensure the appropriate focus is achieved, although the basic evaluation framework established by the framework must be followed.

Equality, Human rights and Environmental issues

- These aspects will be fully tested during the pre-qualification process. Only those companies who successfully demonstrate they meet or exceed the Authority's requirements will be invited to tender

Health and safety issues

- The current Framework's health & safety record is exemplary with only a single reportable accident being experienced since commencement
- Focus will continue in any new Framework to fully support health & safety initiatives and improvements

Innovation

- Having high-quality experienced construction companies as partners in the framework will ensure the latest (and emerging) construction technologies and techniques are available to NCC projects
- Constructors' early engagement with projects will allow input to "buildability", programme and procurement aspects. Opportunities for early engagement can be focused on best value and enabling support for local SMEs.

5. Background

Current Framework activity

The current framework has delivered or is delivering thirty two projects (including two programmes) with a current value circa £92m.

Ten of these projects are in the early stages of development and at the time of writing do not have an associated contract sum and have not been allocated to a constructor.

Nineteen of these allocated projects are NCC schemes; the remaining thirteen (including two programmes) are being delivered (or awaiting final account) for a range of other publicly funded bodies. These bodies include.

- The London Borough of Waltham Forest (a programme of four projects)
- Norwich City Council
- Norsecare
- NEWS
- Bircham Newton CITC
- Hethel Engineering Centre
- Great Yarmouth Borough Council

NCC Future construction requirements / corporate strategy

The creation of an NCC Corporate Property Client will be in place well in advance of the end of the current framework in September 2015.

Consultations have been undertaken with directorates and service managers to understand their current plans and future requirements.

Officer Contact

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

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

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Policy and Resource Committee

Item No 12

Report title:	NDR – Acquisition of ‘The Railway Crossing’ - property at Thorpe End
Date of meeting:	26 January 2015
Responsible Chief Officer:	Mike Britch - Managing Director of NPS Property Consultants Ltd.
Strategic impact <p>The Norwich Northern Distributor Road (NDR) is a vital element in the Norwich Area Transport Strategy, allowing the development of a modern, sustainable transport system for the city and surrounds. It is also key infrastructure to cope with housing and jobs growth set out in the Greater Norwich Joint Core Strategy.</p> <p>Delivery of the Scheme will require the acquisition of land and property and approval is required from Committee where the purchase price is above prescribed thresholds.</p>	

Executive summary

Norfolk County Council accepted a Blight Notice in respect of the property known as "The Railway Crossing", Plumstead Road East, Thorpe End, in June 2014.

Acquisition of the property will help facilitate construction of the NDR

Negotiations have been held with the current owner and a purchase price provisionally agreed.

Recommendation:

To agree to the terms provisionally agreed for the acquisition of "The Railway Crossing" as set out in the report

1. Proposal (or options)

- 1.1 The Blight Notice was served on the County Council by Mr & Mrs C Scott, owners of "The Railway Crossing" on 12 May 2014 and acceptance took effect from 6 June 2014. This compelled the Council to purchase the property. The Council accepted that the property which is their main residence, would suffer significant diminution in value because a section of the road will pass directly adjacent to it, as indicated by the broken BLUE lines running from North to South on the attached plan. Also it was accepted that limitations on the construction works for the bridge structure

would have been imposed if the property stayed in residential occupation for the duration of the works.

- 1.2 The property comprises a 4 bedroom detached property situated within grounds of 1.67 acres. It is adjacent to the railway level crossing on Plumstead Road, east of Thorpe End.
- 1.3 The NDR requires the physical acquisition of 36 square metres of the front garden of the property, for part of the road construction. It will be directly adjacent to the proposed bridge over Plumstead Road where the NDR carriageway will be approximately 7.5 metres above current ground level.
- 1.4 Negotiations with the owners and their agent have provisionally agreed a purchase price of £370,000. In addition allowable disturbance costs (such as removal costs, post redirection etc), fees and a statutory Home Loss payment of £37,000 will be payable. The total overall cost to the Council of the acquisition is estimated to be in the region of £435,000 to £450,000 (depending on the final disturbance costs).
- 1.5 The Community & Environmental Services' Major Projects Team that is overseeing the road scheme have considered the above provisionally agreed price and estimated total cost and have confirmed their support to the acquisition.
- 1.6 Consideration is being given for the potential use of the property as a site office for the scheme contractor for the duration of the road works, subject to planning permission. Upon expiry of this use, completion and opening of the road to traffic the current intention is to sell the property in the open market and recover some of the Council's initial expenditure.

2. Evidence

- 2.1 Previous acquisitions under a Blight Notice in respect of other properties for the NDR have been completed.
- 2.2 The provisionally agreed figure is comparable to other similar properties in the area.

3. Financial Implications

- 3.1 As described in paragraph 1.4 above, the total cost is estimated to be between £435,000 and £450,000 (depending on the final disturbance costs).
- 3.2 Provision for the acquisition of this property has been made in the overall land acquisition budget for the road scheme.
- 3.3 It is estimated that if the NDR is built a potential resale value of the property, assuming similar general market conditions to now, might be in the region of £200,000 to £240,000.

4. Issues, risks and innovation

- 4.1 **Legal implications:** The landowners can take legal action against the County Council if it fails to complete the purchase following the acceptance of the Blight Notice. This could damage the Council's public image and a legal action may result in higher costs.
- 4.2 **Property:** Use of the property during construction will minimize security and maintenance costs than if it were to stay empty during this period.
- 4.3 **Human rights:** None
- 4.4 **Equality:** None
- 4.5 **Environmental:** None
- 4.6 **Health & Safety:** None

5. Background

- 5.1 At its meeting on 19 September 2005 Cabinet formally adopted a preferred route for the proposed Norwich Northern Distributor Road.
- 5.2 Norfolk County Council's application for a Development Consent Order for the (NDR) Scheme has completed its examination stage and a decision from the Secretary of State will be made before 2 June 2015.
- 5.3 The attached site plan numbered NCC-0689B shows the property edged in RED and the section of the NDR carriageway in broken BLUE lines.

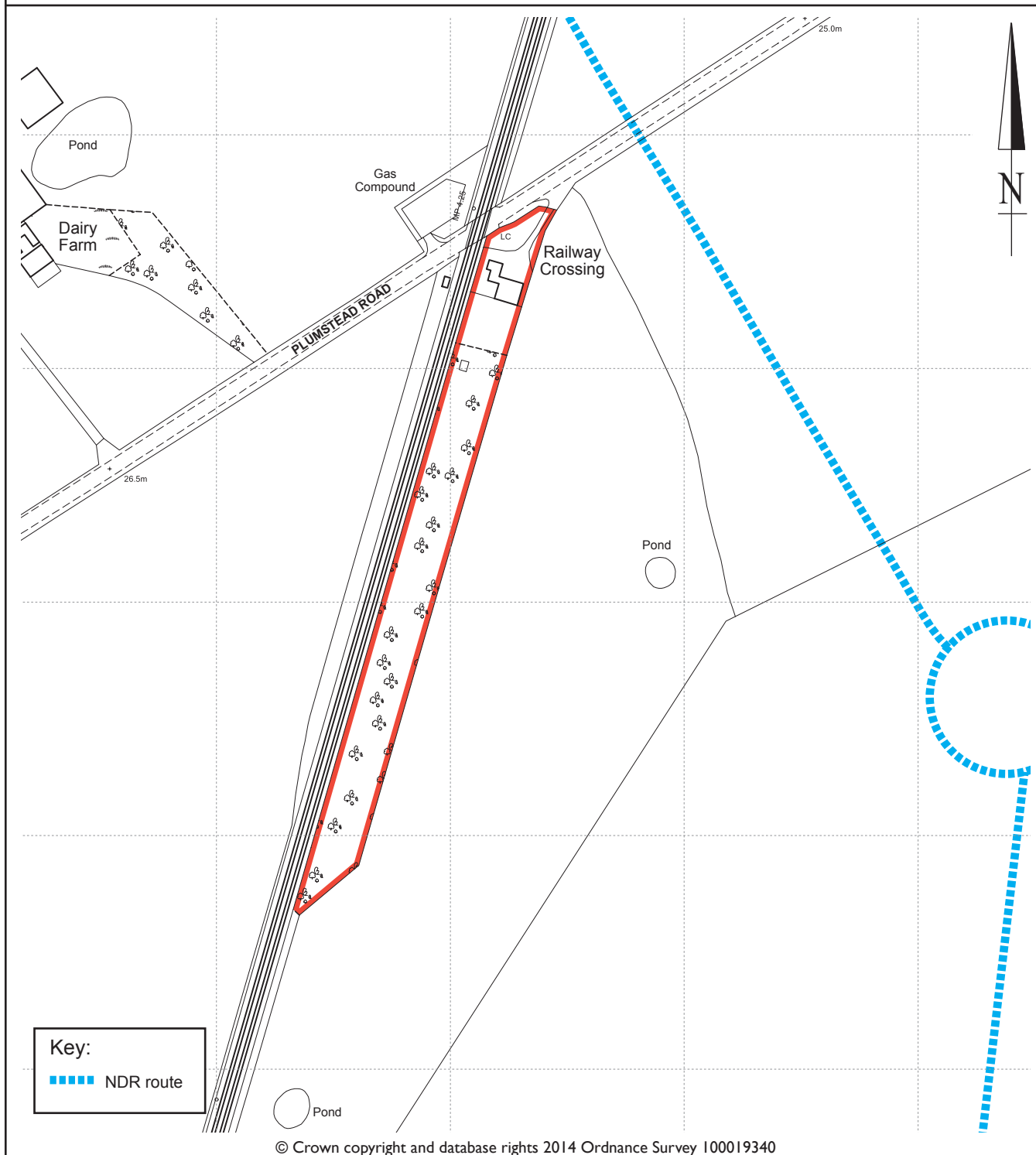
Officer Contact

If you have any questions about matters contained in this report, please contact:

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GREAT & LITTLE PLUMSTEAD - Thorpe End Plumstead Road, Railway Crossing

NPS Property Consultants Ltd,
Lancaster House, 16 Central Avenue,
St Andrews Business Park,
Norwich, NR7 0HR.

Scale: 1:2500 at A4

Date: DECEMBER 2014

This map is taken from
Ordnance Survey digital data.
National grid reference:
TG. 2858 1131

Plan No. **NCC-0689B**

 nps group