



**Norfolk** County Council  
at your service

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

Date: **Wednesday 14 March 2012**

Time: **10.30am**

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

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

### **Membership**

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

### **Non Voting Cabinet Members**

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

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

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

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

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

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

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

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

(Page **1**)

To confirm the minutes of the Environment Transport and Development Overview & Scrutiny Panel meeting held on 11 January 2012.

**3. Members to Declare any Interests**

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

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

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

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

**5. Public Question Time**

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

Please submit your question(s) to the person named on the front of this agenda by 5pm on Friday 9 March 2012. For guidance on submitting public questions, please refer to the Council Constitution Appendix 10, Council Procedure Rules or [Norfolk County Council - Overview and Scrutiny Panel Public Question Time and How to attend Meetings](#)

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

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

Please submit your question(s) to the person named on the front of this agenda by 5pm on Friday 9 March 2012

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

(Page **11**)

**Scrutiny Items:**

- 8. Forward Work Programme: Scrutiny** (Page **13**)  
To review and develop the programme for scrutiny.
- 9. Scrutiny of Mobile Phone Coverage for rural and urban areas in Norfolk and the digital TV switchover – Progress update.** (Page **19**)  
An update on the progress made by the Scrutiny Working Group since their last update in September 2011 and the next steps planned.
- 10. Delivering Economic Growth in Norfolk – the Strategic Role for Norfolk County Council** (Page **25**)  
To consider the draft strategy and the apprenticeships proposals. To recommend to Cabinet the approval of using existing EDS funds.

**Overview Items:**

- 11. Norwich Area Transportation Strategy (NATS) Implementation Plan and Norwich Northern Distributor Route (NDR)/Postwick Hub Update.** (Page **63**)  
  
To comment on the contents of the report and the proposed recommendations to Cabinet.
- 12. Operational Network Management Plan** (Page **77**)  
To consider and comment on the draft Operational Network Management Plan.
- 13. Recycling Centre Service** (Page **103**)  
To consider the contents of the report.
- 14. Sustainable Drainage Systems (SuDS) Consultation** (Page **109**)  
To comment and discuss the content of the report and comment on the delivery of the statutory duties of the Council as SuDS Approving Body.
- 15. Norwich Urban Area Surface Water Management Plan** (Page **127**)  
To comment and note the report.
- 16. Service Planning 2012-15** (Page **149**)  
To review the ETD draft Service Plans and consider as a key decision to consider and comment on pages 14 to 16 and Appendices 1 and 2 of the Public Protection draft service plan which covers Trading Standards activities and recommend these to Cabinet prior to Full Council.
- 17. Environment, Transport and Development Department Integrated Performance and Finance Monitoring Report 2011/12.** (Page **209**)  
To comment on the progress against ETD's service plan actions, risks and budget and consider whether any aspects should be identified for further scrutiny.

**Conservative  
Liberal Democrats**

**Group Meetings  
9.30am  
9.30am**

**Colman Room  
Room 504**

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

Date Agenda Published: Tuesday 6 March 2012



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

### **Minutes of the Meeting held on 11 January 2012**

#### **Present:**

Mr A Byrne (Chairman)

Mr A Adams

Mr R Bearman

Mr B Bremner

Mrs M Chapman-Allen

Michael Chenery of Horsburgh

Mr N Dixon

Mr P Duigan

Mr T East

Mr M Hemsley

Mr B Iles

Mr M Langwade

Mr P Rice

Dr M Strong

Mr J Ward

Mr A White

Mr R Wright (Vice-Chairman)

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

Mr H Humphrey

Mr G Plant

Mrs A Steward

Community Protection

Planning and Transportation

Economic Development

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

Mr J Mooney

Mr B H A Spratt

Environment and Waste

Planning and Transportation

#### **Other Members present:**

Mr T Garrod

### **1. Apologies**

- 1.1 Apologies were received from Dr A Boswell (Mr R Bearman substituted) and Mr B Borrett.
- 1.2 Mrs Steward and Dr Strong sent apologies for their late attendance due to the fact they were attending the 'Say Yes to better broadband in Norfolk' campaign at the Forum.

### **2. Minutes of the meeting held on 9 November 2011**

The minutes of meeting held on 9 November 2011 were agreed as an accurate record and signed by the Chairman.

**3. Declarations of Interest**

There were no declarations of interest.

**4. Matters of Urgent Business**

There were no matters of urgent business.

**5. Public Question Time**

There were no public questions.

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

See Appendix A of the minutes.

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

- 7.1 Members received the annexed note (7) by the Cabinet Members for Planning & Transportation, and Environment & Waste.
- 7.2 The Cabinet Member for Planning & Transportation said that the Council had received an additional £8.6m from the Government to spend across the County and the Deputy Leader had proposed that this additional money should be allocated to three areas: (i) looked after children, (ii) apprenticeships and (iii) highways maintenance. Members of this Panel were requested to put forward proposals and recommendations with regard to how this additional funding should be used for apprenticeships and highways maintenance.
- 7.3 The Cabinet Member for Planning & Transportation said that it had been proposed that £3.5m be allocated to highways maintenance as there was a backlog of work required and good roads were important for all of Norfolk's residents.
- 7.4 With regard to the proposed funding for apprenticeships, the Cabinet Member for Planning & Transportation advised members that this proposed scheme would see a greater number of apprenticeships available for young people in Norfolk. Young people were already working with training providers and if this proposal was implemented the authority could offer financial support by way of wage subsidies to enable small and medium enterprises (SMEs) to employ additional apprentices. Consideration would need to be given to the criteria required and clearly the authority would work within the national scheme guidelines. This scheme would give a boost to young people and the local economy and the authority would promote this to businesses and would work with young people, schools and careers organisations. Consideration could also be given to pre-apprenticeship training which would allow young people to move into apprenticeship schemes. The authority could also offer graduates work experience opportunities to enhance their CVs. It was suggested that the apprenticeship scheme should be inclusive to ensure that

all young people, not just those who were academically gifted, could apply for an apprenticeship.

- 7.5 Members welcomed and supported the proposal for additional funding to be made available for both highways maintenance and apprenticeships.
- 7.6 Mr White proposed that £4m should be requested from the additional fund for the highways maintenance programme. Mr Adams seconded this proposal.
- 7.7 Mr Bremner opposed the proposal and proposed that additional funding should be allocated to the concessionary fares scheme to enable blind people to travel for free before 9.30am. This proposal was not seconded.

**RESOLVED:**

- 7.8 With 8 votes in favour, 6 against and 1 abstention that £4m should be requested from the additional fund for the highways maintenance programme.

**8. Forward Work Programme: Scrutiny**

- 8.1 The Panel received the report (8) by the Director of Environment, Transport and Development.
- 8.2 Mr Adams proposed that the potential scrutiny item 'to investigate the cost and effectiveness, in the context of municipal residual waste manage in Norfolk of the alternatives to landfill and incineration identified in the energy from waste chapter of the Government Review of Waste Policy in England 2011' should be referred to the Norfolk Waste Partnership, who would be best placed to consider this. The Norfolk Waste Partnership is made up of the County Council and the district and borough councils in Norfolk. Mr White seconded this proposal.
- 8.3 Mr Bremner opposed Mr Adams' proposal; he said that landfill and incineration were the authority's responsibility and therefore it would be a great help for councillors to be involved in a scrutiny of this topic to enable them to make decisions for the long term benefit of Norfolk.
- 8.4 Mr Bearman said that the suggested new scrutiny item 'Transport Infrastructure' was very wide ranging and should be referred back to the proposer of this item to enable them to resubmit a more specific topic. The Director of Environment, Transport and Development advised Members that the two proposed new scrutiny items 'Transport Infrastructure' and 'Tourism in the local economy' would be featured as part of the Economic Growth Strategy report which would be received by the Panel at the 14 March 2012 meeting and members could then decide how they wished to take these items forward.

**RESOLVED:**

- 8.5 With 10 votes in favour, 3 against and 1 abstention, it was agreed to refer the potential scrutiny item 'to investigate the cost and effectiveness, in the context of municipal residual waste manage in Norfolk, of the alternatives to landfill and incineration identified in the energy from waste chapter of the Government Review of Waste Policy in England 2011' to the Norfolk Waste Partnership.

- 8.6 The Panel agreed the Outline Scrutiny Programme as set out in Appendix A of the report and noted that the two proposed new scrutiny items 'Transport Infrastructure' and 'Tourism in the local economy' could be considered as part of the Economic Growth Strategy report to be received by the Panel on the 14 March 2012.

## **9. Parking Principles**

- 9.1 The Panel received the report (9) by the Director of Environment, Transport and Development which set out draft parking principles for Norfolk.

- 9.2 During discussion the following comments were noted:

- Mr East said that whilst he was happy with many of the parking principles there were issues that should be scrutinised. For example the Government were looking at introducing an initiative to provide some safeguards for disabled people in supermarket car parks so he suggested that disabled parking should be scrutinised by a cross-party scrutiny working group. The Director of Environment, Transport and Development advised that report did not cover supermarket parking because developments (including car parking) were dealt with through the planning process. Further, some supermarkets had signed up to a Government initiative to enforce blue badge parking.
- The Cabinet Member for Planning & Transportation advised that whilst it was important that disabled people were considered, this was a high level document and parking issues, such as disabled parking, were already dealt with via the planning process.
- Members were broadly supportive of the Parking Principles and it was suggested that they should be reviewed at some future stage to ensure they were working. It was further suggested that disabled groups should be sent a copy of the Parking Principles prior to their adoption.

- 9.3 Whilst accepting the Parking Principles as set out in the report, Mr East proposed that there should be a scrutiny of the provision of disabled parking bays at supermarkets and the whole provision of disabled parking issues across the county. Mr Bremner seconded this proposal. With 2 votes in favour, this proposal was lost.

### **RESOLVED:**

- 9.4 To note the draft parking principles.

The Chairman left the room, Mr Wright in the Chair.

## **10. Highway and Community Rangers**

- 10.1 The Panel received the report (10) by the Director of Environment, Transport and Development.

- 10.2 Dr M Strong and Mrs A Steward joined the meeting.

- 10.3 During discussion the following comments were noted:

- Mr Spratt said that the pilot Rangers scheme had been a great success in his area. The Rangers had met with parish councils and positive relationships had been developed; he hoped there would be continued support for this scheme.
- The Cabinet Member for Planning & Transportation said that this scheme had enabled people to rectify problems in their areas and they could raise issues with their parish councils which helped to ensure that work undertaken was for the benefit of the community as a whole rather than for the benefit of individuals.
- Members heard that Rangers would visit a particular area four times a year and work identified by NCC inspections would be included in the work package. There may be occasions where the work proposed by a parish council was outside the scope of the Rangers or there was insufficient time to complete the work. Members recognised the importance of communication between the Rangers and parish councils.
- The authority had rolled this scheme into existing arrangements and by streamlining inspections, officers had been able to maintain efficiency; this had been demonstrated by the high level routine work that had been carried out.
- It was suggested that parish councils should receive an annual reminder of what this scheme did and did not cover and should include examples to show how parishes had benefitted from the scheme.
- The Vice Chairman said that the scheme had been a tremendous success and it was encouraging to receive such positive comments.

**RESOLVED:**

10.4 To note the Council's Highway and Community Rangers Service.

Mr Byrne in the Chair.

**11. ETD Highways Re-Procurement**

11.1 The Panel received the report (11) by the Director of Environment, Transport and Development and the Head of Procurement.

**RESOLVED:**

11.2 To note the content of the report and recommend Contract Option F2+ for approval by Cabinet.

**12. Highways Capital Programme 2012/13/14 and Transport Asset Management Plan**

12.1 The Panel received and commented on the report (12) by the Director of Environment, Transport and Development which summarised the Local Transport Plan (LTP) Settlement for 2012/13 and sought comments on a

highways capital programme for 2012/13/14 and Transport Asset Management Plan for 2012/13 to 2016/17.

12.2 Members heard that report had been written prior to the details of the additional funding were known.

**RESOLVED:**

12.3 To recommend to Cabinet for approval:

- (i) the reallocation of integrated transport funding to structural maintenance to partially address the deterioration in highway condition.
- (ii) the proposed changes to the Transport Asset Management Plan (TAMP) for 2012/13 to 2016/17.
- (iii) the use of chief Officer delegated powers, in consultation with the Cabinet Member for Planning and Transportation, to manage the two year programme, including the possible increase in the Integrated Transport programme to £2.5m to deal with any major scheme cost pressures if they arise.

**13. ETD Service and Budget Planning 2012 to 2014**

13.1 The Panel received and considered the annexed report (14) by the Director of Environment, Transport and Development which provided an update on further information and changes affecting the proposals for service and financial planning for 2012-14.

13.2 Members were offered assurance that the savings expected from the Big Conversation were on track to be achieved.

**RESOLVED:**

13.3 To note the provisional grant settlement for 2012-13 and the updated information on spending pressures and savings for ETD and the cash limited budget for 2012-13.

**14. ETD Integrated Performance and Finance Monitoring Report 2011/12**

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

14.2 With reference to the net additional homes provided, shown as a red alert, Dr Strong asked whether all districts were cooperating. Daniel Harry, the Planning, Performance and Partnerships Manager agreed to provide further information about this following the meeting.

**RESOLVED:**

14.3 To note the progress against ETD's service plan actions, risks and budget.

## **15. Concluding remarks by the Cabinet Member for Economic Development**

The Cabinet Member apologised for her late arrival due to the fact she was attending the launch of the 'Say Yes to better broadband in Norfolk' campaign at the Forum. All councillors would receive a campaign pack and she requested that they get as many people as possible to sign up to the campaign. She thanked the members of the Broadband Working Group, chaired by Phillip Duigan, for all their hard work on this project.

(The meeting closed at 12.15pm)

**Chairman**



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## **APPENDIX A**

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

#### **6.1 Question 1 from Dr Andrew Boswell**

Given the concerns being raised in the Press and by the user community following First Bus announcement that they plan to axe the University stops on the 21/22 bus route as well as reduce the service on the 40 orbital route, will the Cabinet member investigate intervening to retain the existing 21/22 and 40 Bus Routes which provide an extremely valued service to areas around the University of East Anglia?

#### **Reply by the Cabinet Member for Planning and Transportation**

The services in question are all commercially operated and decisions on routes, timetables and fares are made by the operator. It is only where the transport authority commissions a service and makes a financial contribution to its running that we determine the routes and frequencies. I understand that the UEA were consulted by First Bus and agreed the changes in relation to their own campus transport needs in the summer.

There are still a number of frequent services that operate around both the UEA and the Norfolk and Norwich Hospital that provide very good connectivity in the city. The services may not be as convenient for passengers and some changes may be required for onward travel, but through ticketing is available to ease the journey.

Both the UEA and the NNUH are supportive of our principles to improve and enhance the public transport network (including a financial contribution of £100k each per year to the Norwich Park and Ride service). We will do what we can to help shape and develop the public transport network to support their wider business and considerable staff needs, which can bring wider community benefit.



**Actions arising at the Environment, Transport & Development Overview & Scrutiny Panel meeting  
11 January 2011**

Agenda Item Number	Report Title	Action	REPLY - By Daniel Harry, Planning, Performance and Partnerships Manager
14	'ETD Integrated Performance and Finance Monitoring Report 2011/12' (para 14.2)	Question from Dr Strong  With reference to the net additional homes provided, shown as a red alert, Dr Strong asked whether all districts were cooperating.	The Norfolk Housing Partnership was established about 18 months ago, in response to specific issues identified in the 2010 Common Area Assessment, to look at housing in Norfolk in the round. This group is made up of housing leads from the district councils and representatives from county. Philip Burton, the CEX of North Norfolk District Council, was instrumental in setting this up. The current chair is Karen Hill at North Norfolk DC, who can be contacted by email on <a href="mailto:khill@north-norfolk.gov.uk">khill@north-norfolk.gov.uk</a> or by telephone on 01263 513811.

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

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

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

### **Joint across all Cabinet portfolios**

Report/issue	<b>Budget Planning 2012 to 2014</b>
Date considered by O&S Panel:	11 January 2012
O&S Panel comments:	<p>The Panel discussed the additional £8.6m the Council had received from the Government and the Deputy Leader's proposals for how this money should be allocated, including £3.5m allocation to highways maintenance and additional funding for apprenticeships.</p> <p>The Panel agreed to request £4m from the additional fund for the highways maintenance programme.</p>
Date considered by Cabinet:	23 January 2012
Cabinet feedback:	<p>The Cabinet resolved to recommend a budget to Council, as set out in the papers for the meeting. This included</p> <ul style="list-style-type: none"><li>• £3.5m investment in road maintenance to allow in the region of 100km more of Norfolk's roads to be treated next year. This sum will boost both the road surface dressing and resurfacing programmes - and help reduce the number of potholes suffered by motorists.</li><li>• £3m to provide apprenticeships for young people who are struggling to get a foot on the employment ladder.</li></ul> <p>A final budget was agreed by the County Council at the meeting on 13 February 2011.</p>

### **Planning and transportation issues**

Report/issue	<b>Greater Norwich Development Partnership: Community Infrastructure Levy Preliminary Draft Charging Schedule Consultation</b>
Date considered by O&S Panel:	9 November 2011

O&S Panel comments: To endorse the draft charging schedules for Broadland, Norwich and South Norfolk.

Date considered by Cabinet: 3 January 2012

Cabinet feedback: The Cabinet agreed to:

1. Endorse the publication of the draft Community Infrastructure Levy charging schedules for Broadland, Norwich and South Norfolk.
2. Delegate any subsequent decision to submit the charging schedules for examination to the Leader of the Council.

## **Community Protection issues**

No feedback.

## **Economic Development issues**

No feedback.

## **Environment and Waste issues**

No feedback.

## **Officer Contact**

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

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



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## **Forward Work Programme: Scrutiny**

Report by the Director of Environment, Transport and Development

### **Summary**

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

### **Action required**

Members are asked to:

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

## **1. The Programme**

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

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

(i) High profile – as identified by:

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

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

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

(iii) Quality – for instance, is it:

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

(iv) It is a Corporate Priority

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

## Action Required

The Overview and Scrutiny Panel is asked to:

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

## Officer Contact

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

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



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## **Outline Programme for Scrutiny**

Standing Item for the Environment, Transport and Development O & S Panel: Update for 14 March 2012

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

Scrutiny is normally a two-stage process:

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

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

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

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

### **Changes to Programme from that previously submitted to the Panel on 11 January 2012**

#### **Added**

- Suggestions

#### **Deleted**

- Highway and Community Rangers

Topic	Outline Objective	Cabinet Portfolio Area	Stage 1 (scoping report)	Stage 2 (report back to Panel by Working Group)	Requested by	Comment
<b>Scrutiny Items - Active</b>						
1. Mobile Phone coverage for rural and urban areas in Norfolk and the digital TV switchover	To review provision of effective mobile phone coverage for rural and urban areas in Norfolk and review the impact of the Digital TV switchover.	Economic Development		19 May 2010, 22 September 2010, 16 March 2011 and 14 September 2011	1 September 2009 (by a Scrutiny Task & Finish Group set up by the former ED&CS O&S Panel).	Being progressed by a Member Working Group, Chaired by Cllr Duigan.  Regular meetings of Working Group being held and a progress report from the Group is on the agenda for discussion at this meeting.
2. New funding streams for Infrastructure (note, this item was previously titled Community Infrastructure Levy (CIL)' on this programme).	To review the new funding streams for infrastructure.	Planning and Transportation	Initial report considered at July 2011 Panel meeting		14 May 2008 (at the former PTEW O&S Panel)	The Panel has considered reports on new funding streams for infrastructure in July 2011 and the GNDP CIL preliminary draft charging scheme in November 2011.  Further updates/ information will be reported to Panel, when available.
3. The Future Role of the Forestry Commission Estate in Norfolk	To identify the potential implications for Norfolk if land currently managed by the Forestry Commission was sold.	Environment and Waste	Initial report considered at March 2011 Panel meeting		ETD O&S Panel – March 2011 meeting	Response to call for views from Independent Panel on Forestry agreed July 2011.  Further updates/ information will be reported to Panel – likely to be mid 2012.

*Continued.../*

Topic	Outline Objective	Cabinet Portfolio Area	Stage 1 (scoping report)	Stage 2 (report back to Panel by Working Group)	Requested by	Comment
4. The economic recovery	To keep communities and individuals supported and economically engaged during the economic recovery.	Economic Development			ETD O&S Panel November - 2011	<p>A report on the Economic Growth Strategy is on the agenda for discussion at this meeting.</p> <p>The Panel agreed (January 2012) to consider the following two new potential areas of scrutiny as part of the consideration of the Economic Growth Strategy:-</p> <ul style="list-style-type: none"> <li>• Tourism in the local economy</li> <li>• Transport infrastructure</li> </ul>
<b>Scrutiny Items – Ongoing/identified for possible future scrutiny</b>						
5. Developing confident young consumers	Reviewing initiatives and supporting our approach to 'growing' successful consumers for the future.	Community Protection	TBC	TBC	12 January 2010 (by working group set up by the F&CP O&S Panel)	
6. Broadband coverage for rural and urban areas in Norfolk	To review broadband coverage for rural and urban areas in Norfolk (following implementation of the Broadband for norfolk project)	Economic Development	TBC	TBC	14 September 2011 O&S Panel	



## Appendix B

### Completed Scrutiny Items – last 12 months

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

<b>Date completed</b>	<b>Topic</b>	<b>Panel/Method</b>
16 March 2011	Environment Agency Floodline Warning Direct	ETD/Full Panel
14 September 2011	Broadband coverage for rural and urban areas in Norfolk	Member Working Group
11 January 2012	Highway and Community Rangers	Member Working Group

## **Scrutiny of Mobile Phone Coverage for rural and urban areas in Norfolk and the digital TV switchover - Progress update**

Report by the Chairman of the Scrutiny Working Group

### **Summary**

This report updates the Panel on the progress made by the Scrutiny Working Group since their last update report to Panel in September 2011, and the next steps planned.

Digital TV switchover was added into the Terms of Reference for the Working Group in September. Since that time, the Working Group has:-

- met with representatives from NCC's Trading Standards, Digital UK and the switchover help scheme (in advance of the switchover),
- reviewed their feedback from NCC's Trading Standards and Digital UK (after the switchover) and heard that there are no issues;
- reviewed arrangements in place in Norfolk to communicate with residents about the switchover and the help available;
- prepared and circulated an information note to all Council Members.

Overall, the Working Group felt that the switchover in Norfolk was well prepared and communicated, and went very well. It is therefore proposed that this element of scrutiny is concluded. The Working Group suggests that Digital Radio, a related issue, is an area that suitable for further scrutiny and should be added to the Terms of Reference.

The other key element of this scrutiny is mobile phone coverage in urban and rural areas. Government announced, late 2011, that it will invest up to £150m to improve mobile phone coverage in the UK. Further information about this investment and how funding will be allocated has not been published, although it is not anticipated that local authorities will be able to bid for it. The Cabinet Member for Economic Development has written to the Government about the funding, supporting the planned investment and welcoming an opportunity to input into and support the process.

The Working Group felt that any further work on this element of scrutiny should be on hold until more information is known about the Government's planned £150m investment.

### **Action Required**

- (i) Members are asked to note the progress made and approve the conclusion of the Digital TV switchover element of this scrutiny exercise.
- (ii) Members are asked to approve the revised terms of reference for this scrutiny group, as set out at Appendix A, which have been extended to include Digital radio

## 1. **Background**

- 1.1. This scrutiny topic was originally identified by the former Economic Development and Cultural Services Overview and Scrutiny Panel, which set up a Member Working Group to carry out the scrutiny exercise. A copy of the terms of reference for this scrutiny is at Appendix A, including some proposed changes (see para 3.2 below).

## 2. **Progress Update**

- 2.1. Since the last update report in September, the Working Group has met three times. There are two main areas which the Working Group has focussed on at these meetings, as set out below. In addition, the Working Group has continued to receive updates on the Better Broadband for Norfolk project.

### 2.2. **Digital TV Switchover**

- 2.2.1. The Digital TV switchover was added into the terms of reference for the Scrutiny Working Group in September. At the time, the Panel identified that they would particularly like the Working Group to look at the potential impact on the switchover on vulnerable people.

- 2.2.2. The Working Group met with representatives from Digital UK, the Switchover Help Scheme and NCC's Trading Standards. Overall, the Working Group felt very reassured by what they heard and felt that every effort had been taken to communicate the timetable and impact of the switchover to Norfolk communities. The actions taken in Norfolk included:-

- a switchover help scheme to help vulnerable people;
- information sent to all households in Norfolk;
- articles included in Council magazines for residents and businesses, and information provided to the 50 Community Champions in Norfolk;
- distributing leaflets to libraries and publicising the switchover at events e.g. the help scheme was represented at the electric blanket testing events arranged by Trading Standards;
- working with Police Radar teams to ensure we were prepared to respond to any rogue traders, including visiting 68 aerial installers across the county.

- 2.2.3. The Working Group also prepared and circulated an information note on the switchover for all NCC Members so that there were able to promote the switchover, and the help available, at parish meetings etc.

- 2.2.4. The Switchover in Norfolk took place in November. Since that time, the Working Group had received and reviewed feedback from Digital UK and NCC's trading standards team. A summary is provided below:-

- Awareness of the switchover, the impact (e.g. the need for some people to re-tune their aerials) and the support available was high.
- Digital UK and the help scheme advice lines were busy on switchover days, but this was expected and they were resourced to cope with this.
- NCC's trading standards team have not received any complaints or enquiries

relating to the switchover. Digital UK do not have any reported problems or issues since the switchover.

- 2.2.5. The Working Group, the Working Group feel that the switchover was a success in Norfolk and there are no outstanding issues for scrutiny. Therefore, they propose that this element of the scrutiny is now concluded. The Working Group also felt that Digital Radio, a related issue, is an area that could be suitable for further scrutiny, particularly in relation to whether radio signals will switch over to digital only in the same way as digital. Proposed updates to the Terms of Reference for the Working Group, reflecting these two changes, are attached at Appendix A for the Panel to consider.

### 2.3. **Mobile phone coverage in urban and rural areas**

- 2.3.1. The Working Group considers that Mobile phone coverage is an important part of infrastructure and impacts on individuals ability to access a range of key services e.g. doctors and flood warnings.
- 2.3.2. The Government announced, in late 2011, that it will invest up to £150m to improve mobile phone coverage in the UK. Further information about how this investment has been made and how funding will be allocated (including criteria or priorities) has not been published. However, it is not anticipated that local authorities will have the opportunity bid for funding.
- 2.3.3. The Cabinet Member for Economic Development has written to the Government in relation to the funding, supporting the planned investment and welcoming an opportunity to input into and support the process.
- 2.3.4. The Working Group felt that any further work on this element of scrutiny should be on hold until more information is known about the Government's planned £150m investment e.g. how we can engage in the process. This is so that any further scrutiny of this area can be targeted at issues/areas that could support the investment.

## 3. **Resource Implications**

- 3.1. **Finance** : The Government has accounted it will invest up to £150m to improve mobile phone coverage.

## 4. **Other Implications**

- 4.1. **Equality Impact Assessment (EqIA)** : This report is not directly relevant to equality in that it is not making proposals which may have a direct impact on equality of access or outcome.
- 4.2. **Any other implications** : Officers have considered all the implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to take into account.

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

5.1. N/A.

## Action Required

- (i) Members are asked to note the progress made and approve the conclusion of the Digital TV switchover element of this scrutiny exercise.
- (ii) Members are asked to approve the revised terms of reference for this scrutiny group, as set out at Appendix A, which have been extended to include Digital radio.

## Background Papers

Terms of Reference for Scrutiny – Cultural Services and Economic Development O&S Panel  
- 10 March 2010

Progress Reports by Chairman of the Scrutiny Working Group:

- Cultural Services and Economic Development O&S Panel – 19 May 2010
- ETD O&S Panel – 22 September 2010
- ETD O&S Panel – 16 March 2011
- ETD O&S Panel – 14 September 2012

Agendas, minutes and papers of the Scrutiny Working Group

## Officer Contact

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

## Scrutiny Terms of Reference – proposed changes

<p><b>Terms of reference for scrutiny of</b></p> <p>Mobile Phone coverage for rural and urban areas in Norfolk and the digital <u>radio TV</u> switchover</p>
<p><b>Scrutiny by</b></p> <p>A Member Working Group</p>
<p><b>Membership of Working Group</b></p> <p>Phillip Duigan (Chairman) - Conservative</p> <p>Janet Murphy - Conservative</p> <p>Richard Rockcliffe - Conservative</p> <p>Marie Strong - Liberal Democrat</p> <p><b>In attendance at meetings</b></p> <p>Ann Steward - Conservative – Cabinet Member for Economic Development</p> <p><b>Other Members receiving copies of papers</b></p> <p>Andrew Boswell - Green</p> <p><b>Scrutiny and Officer Support</b></p> <p>Sarah Rhoden - Scrutiny Support Officer, ETD</p> <p>Other officers, as needed</p>
<p><b>Reasons for scrutiny</b></p> <p>It is noted by members that there is a lack of effective Mobile Phone coverage in Norfolk and councillors are being lobbied by their residents to improve the situation. This scrutiny will provide the opportunity for a group of Members to look at this issue in some depth, and report back to the Overview and Scrutiny Panel. In addition, the digital <u>radio TV</u> switchover is a related subject which could affect a significant number of Norfolk residents.</p>
<p><b>Purpose and objectives of scrutiny</b></p> <p>To look at current provision Mobile Phone coverage in Norfolk and explore methods of improving and increasing its provision.</p> <p><del>To look at the current communication plans for the digital TV switchover in Norfolk, along with NCC arrangements to provide additional information and support for Norfolk residents, particularly the vulnerable.</del></p> <p><u>To identify/review any future plans to for digital radio switchover and the potential impact on Norfolk residents.</u></p>
<p><b>Issues and questions to be addressed</b></p> <p>To avoid duplication the Working Group will establish what work has been carried out or is planned by the local authorities and partners regionally and inter-regionally.</p> <p style="text-align: right;">Continued.../</p>

What is the current provision of Mobile Phone coverage in Norfolk?

How does Norfolk compare with other counties in its current Mobile Phone coverage?

Are there areas of Government and European funding that can be accessed to help with the provision of increased Mobile Phone coverage?

What is currently being done to address the issue?

What are the negative impacts on the social, economic and cultural aspects of Norfolk?

~~What are the current plans to communicate and support the digital TV switchover in Norfolk?~~

~~What plans do NCC have in place to support the most vulnerable during the digital TV switchover?~~

Are there any plans, regionally or nationally, to switchover radio signals to digital only, what are these plans and how could they impact on Norfolk residents.

### **Planned outcomes**

Define the extent of the lack of coverage regarding mobile phones in the County of Norfolk

Develop proposals to improve mobile coverage in Norfolk.

~~Understand the current plans to support Norfolk residents during the digital TV switchover~~  
switch the radio signal in Norfolk to digital only.

### **Deadlines and timetable**

Regular meetings of the Scrutiny Working Group, and reports to Overview and Scrutiny Panel to update on progress.

Note:- When this scrutiny exercise was originally established it included Broadband in the scope. Whilst work to date on Broadband is concluded, this element will continue to appear on the Scrutiny Forward Work Programme as a possible item for future scrutiny. If any further scrutiny elements are identified, it is intended that these are progressed by this Working Group.

### **Terms of Reference (ToR) agreed by**

Original ToR agreed by the former Economic Development & Cultural Services Overview & Scrutiny Panel

Updated ToR reported to ETD Overview and Scrutiny Panel

Updates to ToR agreed by ETD Overview and Scrutiny Panel (to remove Broadband and add digital TV switchover)

Proposed updates to ToR reported to ETD O&S Panel (remove digital TV and add digital radio)

### **Date**

March 2010

March 2011

September 2011

March 2012

## **‘Delivering Economic Growth in Norfolk’ – the strategic role for Norfolk County Council**

Report by the Director of Environment, Transport and Development

### **Summary**

Members will recall the commitment from the Leader in his 2011 budget speech to produce an economic growth strategy for the Council. The purpose of this paper is to gain the Panel's feedback on the draft strategy, prior to it being submitted to Cabinet in April 2012 for sign off. The Council has decided the time is right to produce a strategy that outlines how it will support economic growth in Norfolk. The reasons for this are three-fold:

Firstly, it is essential that the County Council plays its full part in securing economic growth for the people of Norfolk. The recent recession, followed by low economic growth, rising unemployment and falling real incomes for many means that sustaining our local economy must be central to the Council's priorities and planning. Speaking up for Norfolk and securing our economic infrastructure are at the heart of the Council's Core Role. Secondly, 'New Anglia', the Local Enterprise Partnership for Norfolk and Suffolk is developing a strategy which will have a wider focus than Norfolk. The Council therefore needs to ensure that Norfolk's economic priorities are addressed in a way that supports/complements our work with New Anglia. Finally, in light of the ongoing reductions in local authority funding, we need to ensure our interventions are targeted and do not duplicate the work of others.

Based on the challenges for the County, five Priority Themes form the basis for the strategy. These are shown below, **with, where relevant, details of proposed spend from existing Economic Development and Strategy (EDS) budgets for Panel to consider**. More detail on the individual actions under each of the five Themes can be found in the report.

1. **To provide support for growth and removing infrastructure constraints.**
2. **To help businesses to start up and grow.** Building on the success of the Council's business start up programme, we plan to establish a larger scale one, with £200k of funding in each of 2012/13 and 2013/14.
3. **To improve perceptions of Norfolk's business offer and secure inward investment and growth in key sectors.** Working with businesses based in the county, we plan to research their supply chains and identify ways to grow their Norfolk-based suppliers. We will also work with UK Trade and Investment to develop a targeted inward investment offer. A budget of up to £100k is earmarked for this activity 2012/13.
4. **To address Norfolk's skills and employability challenges.** Cabinet has already approved a spend of £4.5m to deliver up to 500 apprenticeships/pre-apprenticeship training. A paper outlining the project proposals (not including NORSE apprentices) is attached at Appendix B.
5. **Fair access to the public sector.**

### **Action Required**

Members are asked to:

- i) Comment on the draft strategy, as well as the apprenticeships proposals
- ii) Recommend to Cabinet the approval of existing EDS funds being used, as above.



## 1. **Background**

- 1.1. For the past 10 years Norfolk County Council (NCC) has worked to a countywide economic strategy, under the umbrella of Shaping Norfolk's Future (SNF), the economic arm of the County Strategic Partnership, originally established by the County Council and charged with developing the Norfolk economy.

However, the Council has now decided the time is right to produce a strategy that outlines how it will support the economic growth of Norfolk. The reasons for this are three-fold:

- 1.2. Firstly, it is essential that the County Council plays its full part in securing economic growth for the people of Norfolk. The recent recession, followed by low economic growth, rising unemployment and falling real incomes for many means that sustaining our local economy must be central to the Council's priorities and planning.

Speaking up for Norfolk and securing our economic infrastructure are at the heart of the Council's Core Role. However, the Council's economic development work also links to 'signposting to services', such as business support and skills training and 'enabling communities', through helping to create and sustain higher level jobs and successfully bidding for and managing external funding. Recent funding programmes have assisted individuals with basic skills, qualifications and work placements.

- 1.3. Secondly, the Coalition Government decided to replace Regional Development Agencies with Local Enterprise Partnerships (LEPs), of a geographical size that reflects true local economic relationships. 'New Anglia' is the LEP for Norfolk and Suffolk, and replaces SNF as the economic partnership for the area. New Anglia is developing, with partners, a strategy for the area. This will rightly have a wider focus than Norfolk, including links to other LEPs, such as the Greater Cambridgeshire and Greater Peterborough partnership. The County Council therefore needs to take a lead in ensuring that the economic priorities for Norfolk are addressed, in a way that supports and complements our work in support of New Anglia.

- 1.4. Finally, in light of the ongoing reductions in local authority funding, like most councils, we need to ensure that our interventions are targeted and do not duplicate the work of others. For example, economic strategies and investment plans exist for the Greater Norwich area, as well as other parts of the county.

- 1.5. So our strategy recognises the sub-national issues where LEPs are best placed to lead, and equally, more local, place-based interventions where district councils are best placed to lead. This strategy identifies how we will support the work of other partners, and where we will lead on the strategic issues that require a Norfolk-wide or cross-boundary approach, eg on rural issues, the A11 corridor and links between Great Yarmouth and Lowestoft.

- 1.6. The time is therefore right to outline how the Council plans to help develop the Norfolk economy over the coming years. In doing so, we will build on the model that has worked well in the past, adding value to local area plans, addressing thematic issues (eg broadband, worklessness) and seeking to grow and develop key sectors.

The Strategy itself can be found in Appendix A. Within it are links to district-led strategies and investment plans focussing on specific local areas. As it is quite a long document, the Strategy's background appendices on national policy developments and current activity being carried out with partners can be found in the

Members' Room.

## 2. Challenges for Norfolk

- 2.1 The evidence for the strategy comes from the Local Economic Assessment for Norfolk, conducted in 2010, informed by more recent market information and Government policy developments. In summary, the key challenges are to:
- remove barriers to economic growth by addressing our significant infrastructure constraints and securing funding for that infrastructure
  - address the downward trend in business start ups in the county
  - secure more inward investment into Norfolk, particularly from key growth sectors such as advanced engineering/manufacturing; renewable energy; financial industries and health and life sciences
  - tackle the mismatch in skills and employability between what employers need and what the current workforce can offer.

## 2.2 Priority Themes and Action Plans

Based on these challenges, we have identified five Priority Themes, which are the basis for the five Action Plans of the strategy:

- to provide support for growth and removing infrastructure constraints
- to help businesses to start up and grow
- to improve perceptions of Norfolk's business offer and secure inward investment and growth in key sectors
- to address Norfolk's skills and employability challenges
- to provide fair access to the public sector

A sixth, cross-cutting, Priority Theme, is securing and managing funds to address Norfolk's priorities generally and to deliver these plans specifically.

Key elements of the Strategy's Action Plans are covered below.

### 2.2.1 To provide support for growth and removing infrastructure constraints

See section 5.2.1 of the strategy document for more detail on this activity.

- **Better broadband.** Two thirds of Norfolk companies are located in rural areas with most employing less than 10 staff. Broadband is currently poor or non-existent in many rural locations. The Better Broadband for Norfolk project is seeking the highest possible levels of 'superfast' broadband coverage (ideally 30Mbps (megabits per second but at least 24Mbps) and aims to meet the Government's 90% superfast target. A minimum of 2Mbps must be achieved for all premises by 2015. The project also aims to give customers a choice of at least two broadband suppliers.
- **The A47** forms a key strategic corridor from the port of Great Yarmouth to Norwich Airport and beyond Norfolk to the Midlands. We will champion the inclusion of the port in the 'TEN-T comprehensive network' and the inclusion of the A47 in the 'core network'. In Great Yarmouth, the **Third River Crossing**

remains the highest strategic infrastructure priority.

- **Improved rail links.** We will also seek to work with Network Rail and Abellio, the new East Anglian rail operator, to improve the rail links between Norfolk and London. We are also working with partners to improve services between Cambridge and Norwich, and between Cambridge and King's Lynn.
- **The Norwich Northern Distributor Route (NDR),** which is a key part of the wider Norwich Area Transportation Strategy (NATS) Implementation Plan, is vital to the continued economic success of the Greater Norwich area, also benefiting North Norfolk and Gt Yarmouth. As funding has now been secured for the NDR from the Department for Transport, we now need to put in place a funding package for the remainder of the project and ensure that the NDR, other elements of NATS, and the A11 are delivered to plan.
- **Infrastructure Plan.** In conjunction with partners, we will develop an infrastructure plan to consolidate our existing infrastructure work, ensure we have fully identified all gaps and cost/prioritise steps to address them. Where relevant, we will then use the Council's Norfolk Infrastructure Fund to facilitate delivery, in a balanced way.

### 2.2.2 To help businesses to start up and grow

See section 5.2.2 of the strategy document for more detail on these projects.

- **Advanced Manufacturing Centre (AMC).** We will build the AMC at Hethel, providing grow on space for Hethel Engineering Centre's tenants and, through Hethel Innovation Ltd, a new company, we will support the start up of innovative, hi-tech companies.
- **Business support web portal.** To address the loss of government-funded face-to-face business advice, we will work with New Anglia to develop and promote a web portal that brings together business start-up assistance from a wide range of partners.
- **Business start up programme.** Building on the success of Outset Norfolk, the Council's current business start up scheme, we will establish a larger business start up programme, with £200k of funding in each of 2012/13 and 2013/14, from reprioritising existing Economic Development and Strategy (EDS) budgets. We will work with district councils to ensure our offer complements theirs and will seek to secure match-funding for the programme on a district by district basis.
- **Rural Growth Network (RGN) Pilot.** We will work with New Anglia and district colleagues to develop seven market town enterprise hubs that seek to start up rural businesses. The seven towns are: Attleborough, Aylsham, Downham Market, Fakenham, Harleston, North Walsham and Swaffham. A separate funding strand and bid also seeks to encourage female entrepreneurs.
- **'Trusted Business' scheme.** We will launch a scheme to complement 'Trusted Trader', supporting the growth of services such as accountants and lawyers.

### 2.2.3 To improve perceptions of Norfolk's business offer and secure inward investment and growth in key sectors

See section 5.2.3 of the strategy document for more detail on this activity.

- **Supporting sectoral growth.** We will support Norfolk's key sectors to grow in a balanced way, enabling them to coordinate their collective activity and growth ambitions, while retaining the quality of life that attracts entrepreneurs to Norfolk.

We seek to accelerate the growth of the higher value added areas of the economy like the Financial Industry, Engineering, Renewables/Energy and Creative Industries and to increase the skills and wages of large-scale lower waged employment sectors such as Agriculture and Tourism.

- **‘World Class Norfolk’.** We will build on our World Class Norfolk campaign to promote Norfolk’s business offer in a balanced way, alongside the natural and tourism assets that make it a great place to live and work, as well as to visit.
- **Inward investment.** We will also work closely with UK Trade & Investment’s new Investment Services Team to respond to inward investment offers and champion Norfolk’s offshore wind capabilities here and overseas.
- **Supply chain development.** We will research Norfolk businesses’ supply chains and work with them to grow their Norfolk-based suppliers.

The work with UKTI and supply chains will create additional resource requirements, which could be up to £100k in 2012/13. This can be accommodated from reprioritising existing EDS budgets.

#### 2.2.4 **To address Norfolk’s skills and employability challenges**

See section **5.2.4** of the strategy document for more detail on this activity.

- **Apprenticeships and pre-apprenticeship training.** The council’s programme will support young people into sectors that have growth potential (eg engineering) or identified needs (eg social care). A paper outlining these proposals can be found at Appendix B.
- **Graduate work placements.** We will also provide Council placements for unemployed graduates to gain work experience and encourage other bodies to provide similar placements. These are also covered in Appendix B.
- **Employment and Skills Board (ESB).** We will work with partners through Norfolk’s ESB and related groups to address the challenges in the Norfolk Skills Strategy. These include supporting the progression of adults and young people from welfare to work programmes and those who are not in employment, education or training into work, further learning and apprenticeships.

#### 2.2.5 **To provide fair access to the public sector**

See section **5.2.5** of the strategy document for more detail on this activity.

We have already implemented a number of actions to increase business access to County Council procurement. For example:

- **Contracts Finder website.** We have adopted this as the single source for all our tendering opportunities
- **Meet the Buyer event.** We have organised an annual event, with the Chamber of Commerce – the next one is 15 March 2012.
- **Simplified procurement processes.** We have made the procurement process less bureaucratic for smaller suppliers, by eliminating pre-qualification questionnaires (PQQs) for low-value tenders and adopting the Cabinet Office’s simplified PQQ for higher-value tenders – cutting paperwork and time.
- **Reduced insurance requirements.** We have removed unnecessary requirements for high levels of cover, and eliminated the previous practice of

requiring insurance to be in place before a tender is submitted – now suppliers only have to take out the insurance if they win the contract.

- **Simplified processes for lower-value procurements**, introducing:
  - A simple electronic quotation system for lower-value transport procurement, enabling many more suppliers to submit bids for each requirement.
  - A 'neutral vendor' for temporary staff, enabling suppliers to bid for each requirement through an electronic process, rather than individual managers going to particular agencies.

**Supply chain management provisions.** As we re-tender major contracts, we will ensure that appropriate supply chain management provisions are included, including making sure that small suppliers have the opportunity to apply for sub contracts, and that prompt payment provisions are built in.

- 2.2.6 An implementation and monitoring framework will be developed to ensure regular review and delivery of the action plans. This will include updates to the ETD Overview and Scrutiny Panel.

### 3 **Resource Implications**

- 3.1 **Finance:** The £200k in each of 2012/13 and 2013/14 for a new business support programme, as well as the additional staffing requirements identified below will be funded from the reprioritisation of existing EDS budgets. We will work with district councils to ensure our business support activity complements theirs and will seek to secure match-funding for the programme on a district by district basis.

The funding to support the building of the Advanced Manufacturing Centre at Hethel was approved by Cabinet in January 2012.

Additional Funds to support each of the five Action Plans will be identified and secured as each plan is finalised and rolled out.

- 3.2 **Staff:** Staffing issues will be factored into the development of each of the Action Plans and are already included in significant programmes such as Apprenticeships and Better Broadband for Norfolk.

In terms of additional support for influencing EU priorities for the next programming period (2014 – 20), as well as the lobbying in relation to the A47 as a strategic EU and UK route, additional resource may be required.

Where inward investment is concerned, the need to build new relationships with UKTI and take on more of the work that EEDA's trade and investment arm used to carry out, coupled with the identified need to put more resource into building relationships with key companies and their supply chains, may mean EDS also needs to invest more resource in this area. This could be up to £100k in 2012/13 and again would be funded from a re-prioritisation of existing resources.

- 3.3 **Property:** This report does not make any recommendations regarding property. The expansion of Hethel Engineering Centre and the building of the Advanced Manufacturing Centre will be covered in the integrated performance reports to Panel.
- 3.4 **IT:** The County's ICT shared service, together with Economic Development and Strategy are leading on the broadband element of the strategy. Any issues requiring member decisions relating to this programme specifically will be brought to the

relevant committee.

## 4 **Other Implications**

### 4.1 **Legal Implications:**

### 4.2 **Human Rights:** None

4.3 **Equality Impact Assessment (EqIA):** This report provides summary performance information on a wide range of activities monitored by ETD Overview & Scrutiny Panel. Many of these activities have a potential impact on residents or staff from one or more protected groups. Where this is the case, an equality assessment will be undertaken as part of the Action Plan planning process, to identify any issues relevant to commissioning. This enables the Council to pay due regard to the need to eliminate unlawful discrimination, promote equality of opportunity and foster good relations.

4.4 **Communications:** Communications issues will be addressed as an integral part of each of the five Action Plans.

4.5 **Health and safety implications:** None.

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

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

5.1 None.

## 6 **Risk Implications/Assessment**

6.1 Each Action Plan will have its own risk register.

## **Action Required**

Members are asked to:

- (i) Comment on the draft strategy, as well as the apprenticeships proposals
- (ii) Recommend to Cabinet the approval of existing EDS funds being used, as above.

## **Background Papers**

Cabinet, 12 September 2011 – proposal to develop an economic growth strategy.

## Officer Contact

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**Appendix A: ‘Delivering Economic Growth in Norfolk’ – the strategic role of the County Council.** This excludes the strategy’s appendices on pages 25 - 40, which can be found in the Members’ Room.

**Appendix B: ‘Apprenticeships and work placements for young people in Norfolk’** paper for both Children’s Services and Environment, Transport and Development March 2012 Overview and Scrutiny Panels.

## **Appendix A**

# **‘Delivering Economic Growth in Norfolk’**

## **The strategic role for Norfolk County Council**

**2012 – 2017**



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**NB: only the main report is attached for Panel. A complete copy of the strategy document, including the appendices can be found in the Members' Room.**

## Executive Summary

For the past 10 years Norfolk County Council (NCC) has worked to a countywide economic strategy, under the umbrella of Shaping Norfolk's Future (SNF), the economic arm of the County Strategic Partnership. However, the County Council has decided the time is right to outline how it will support the economic growth of Norfolk over the coming years, with the Leader of the Council making a commitment to producing an economic growth strategy for the Council in his 2011 budget speech. The reasons for the timing of this strategy are three-fold:

- Firstly, it is essential that the County Council plays its full part in securing economic growth for the people of Norfolk. The recent recession, followed by low economic growth, rising unemployment and falling real incomes for many means that sustaining our local economy must be central to the Council's priorities and planning. Speaking up for Norfolk and securing our economic infrastructure are at the heart of the Council's Core Role.
- Secondly, the Coalition Government decided to replace Regional Development Agencies with Local Enterprise Partnerships (LEPs), of a geographical size that reflects true local economic relationships. 'New Anglia' is the LEP for Norfolk and Suffolk, and replaces SNF as the economic partnership for the area. New Anglia is developing, with partners, a strategy for the area. This will rightly have a wider focus than Norfolk, including links to other LEPs, such as the Greater Cambridgeshire and Greater Peterborough partnership. The County Council therefore needs to take a lead in ensuring that the economic priorities for Norfolk are addressed, in a way that supports and complements our work in support of New Anglia.
- Finally, in light of the ongoing reductions in local authority funding, like most councils we need to ensure that our interventions are targeted and do not duplicate the work of others. Our strategic role therefore recognises the sub-national issues where LEPs are best placed to lead, and equally, more local activity where district councils are best placed to lead. This document identifies how we will support the work of other partners and where we will lead on the strategic issues that require a Norfolk-wide or cross-boundary approach, eg the A11 corridor and links between Great Yarmouth and Lowestoft.

In terms of delivery, we will build on the model that has worked well in the past, adding value to local area plans, addressing thematic issues (eg broadband, worklessness) and seeking to grow and develop key sectors. Often the activity outlined is not within the control of the County Council and our role is to enable delivery in partnership with others.

Where local areas are concerned, links to district-led strategies and investment plans can be found in **Appendix H** at the end of this document.

## What are the challenges for Norfolk?

The evidence for the strategy comes from the Local Economic Assessment for Norfolk, informed by recent market information and Government policy developments. In summary, the key challenges are to:

- remove barriers to jobs and housing growth by addressing our significant infrastructure constraints and securing funding for that infrastructure
- address the downward trend in business start ups in the county

- secure more inward investment into Norfolk, particularly from key growth sectors such as advanced engineering/manufacturing; renewable energy; financial services and health, food and environmental sciences (HFES).
- tackle the mismatch in skills and employability between what employers need and what the workforce offers

Based on these challenges, the County Council has identified five Priority Themes, below which sit more detailed Action Plans. The Priority Themes are:

1. to provide support for growth and removing infrastructure constraints
2. to help businesses to start up and grow
3. to improve perceptions of Norfolk's business offer and secure inward investment and growth in key sectors
4. to address Norfolk's skills and employability challenges
5. to provide fair access to the public sector

A sixth, cross-cutting, Theme, is securing and managing funds to address Norfolk's priorities generally and to deliver these plans specifically.

The challenges and suggested actions arising from these Priority Themes are summarised below.

### **Theme 1: to provide support for growth and removing infrastructure constraints**

**The challenges:** to work with partners to improve transport and other infrastructure, securing sufficient funding to remove the barriers to housing and jobs growth. All actions listed below are carried out in partnership.

#### **What we intend to do:**

The County Council will pursue the priorities in 'Connecting Norfolk', our third local transport plan, to retain and grow business investment in the county. Maintenance of the existing road network is critical and the rural nature of the county makes connectivity within and beyond the county a key priority. The Norwich Northern Distributor Route (NDR), which is a key part of the wider Norwich Area Transportation Strategy (NATS) Implementation Plan, is vital to the continued economic success of the Greater Norwich area, also benefiting North Norfolk and Gt Yarmouth. As funding has now been secured for the NDR from the Department for Transport, we now need to put in place a funding package for the remainder of the project and ensure that the NDR, other elements of NATS, and the A11 are delivered to plan.

The A47 forms a key strategic corridor from the port of Great Yarmouth to Norwich Airport and beyond Norfolk to the Midlands. We will champion the inclusion of the port in the trans-European transport network (TEN-T) and lobby for the A47 to be seen as a route of national - not just regional - importance. This may require additional resource to work with the East of England Brussels Office. In Great Yarmouth, the Third River Crossing remains the highest strategic infrastructure priority.

We will continue to push for improvements to the rail links between Norfolk and London.

We will deliver the £60m 'Better Broadband for Norfolk' project, aimed at improving broadband speeds, especially in rural areas, and take up of broadband services.

The Norwich Research Park (NRP) is critical to the HFES sector and has an international reputation. It has been granted £26m by Government to further develop, which will require Council involvement in terms of transport and strategic planning.

We will develop an Infrastructure Plan to identify Norfolk's infrastructure gaps and cost and prioritise steps to address them. Where relevant, we will use the Council's Norfolk Infrastructure Fund to facilitate delivery. The Plan will include key utility planning issues, such as the alignment of electricity and water supply with the delivery of infrastructure projects, and will highlight priorities for the Council in terms of ensuring the availability of key employment sites.

In delivering these improvements we will work with partners to ensure that growth is balanced with the need to maintain the quality of the environment that attracts and retains people here.

### **Targets:**

Road infrastructure: put in place a funding package for the remainder of the NDR project and ensure that it, other elements of NATS, and the A11 are delivered to plan; launch a campaign with colleagues to highlight the strategic importance of the A47.

Broadband: Deliver speeds of at least 24Mbps (megabits per second), aiming to meet the Government's 90% superfast target. A minimum of 2Mbps to be achieved for all premises by 2015 and customers given a choice of at least two broadband suppliers.

NRP: ensure that the £26m of Government funding is committed and next phases of the development are implemented.

Infrastructure Plan: produced by end of June 2012.

## **Theme 2: to help businesses to start up and grow**

**The challenges:** business start up levels in the county are not only lower than regional and national averages but the gap is widening. Norfolk needs more innovative businesses to raise skills and wage levels and we also need to enable children and young people to gain a sense of entrepreneurship whilst at school and college. Founding or growing a business in a rural area like Norfolk can be a challenge, especially in light of the loss of face-to-face business advice from Business Link and poor broadband speeds. The Council's business start up programme, Outset Norfolk, has been successful, but is small-scale. The Council established Hethel Engineering Centre (HEC), which has incubated over 55 businesses, in turn creating 190 higher skilled jobs. However, HEC is now full.

**What we intend to do:** Building on Outset Norfolk, we will work closely with district councils to establish a larger scale start up programme, in areas not covered by other schemes, with £200k of funding in each of 2012/13 and 2013/14. We will work with district councils to ensure our offer complements theirs and will seek to secure match-funding for the programme on a district by district basis.

If the Rural Growth Network (RGN) Pilot bid is successful (outcome expected by April 2012), we will work with the LEP and district councils to develop seven market town enterprise hubs in the county, helping to kick-start entrepreneurship in those areas.

To address the loss of face-to-face business advice, we, and district councils, will work with New Anglia to develop and promote a web portal that brings together business start up assistance from a wide range of public and private sector partners.

Working with district and LEP colleagues we will support the development of the Gt Yarmouth / Lowestoft Enterprise Zone, delivering energy-related jobs.

We will build an Advanced Manufacturing Centre at HEC, providing grow on space for existing tenants and, through Hethel Innovation Ltd (HIL), a new company based at HEC, we will support the start-up of innovative, hi-tech companies.

We will also launch a 'Trusted Business' scheme, complementing 'Trusted Trader', supporting the growth of services such as accountants and lawyers.

### **Targets:**

Generate up to 400 new businesses from new start-up programme by end 2013/14

Secure EU funding, on the back of the broadband project, to provide tailored business support to up to 600 small and medium sized businesses.

RGN Pilot (Norfolk/Suffolk targets): 1200 individuals given enterprise advice; 600 businesses assisted to improve their performance; 350 new businesses started; 850 jobs created.

EZ (Norfolk/Suffolk) targets: 1400 direct / 1000 indirect jobs; 60,000m<sup>2</sup> of development space and 80 new businesses attracted / started by 2015.

40,000 ft<sup>2</sup> Advanced Manufacturing Centre built at Hethel by March 2013.

HIL aims to: incubate 18 hi-tech start-ups, creating 220 and safeguarding 60 high skilled jobs; help 240 businesses with innovation-led business support and establish 20 'Pilot Innovation Programs' (precursors of start-up companies). In so doing, it seeks to secure £3.1m of EU funds and lever in significant private sector support / investment.

Trusted Business: 50 accredited businesses signed up by the end of 2012/13, adding 3-4 a month thereafter. Achieve 700 unique hits a month to the website by March 2013.

While broadband improvements were covered under infrastructure, the BBFN project is also expected to deliver 1,337 additional jobs over 10 years; £88m in additional annual GVA (Gross Value added – a measure of wealth creation) by 2021/22 and the present value of the net GVA impact is assessed as £401m over a ten year appraisal period.

## **Theme 3: to improve perceptions of Norfolk's business offer and secure inward investment and growth in key sectors**

**The challenges:** we need to address the scant knowledge of Norfolk's offer to key sectors and minimise perceptions of remoteness and lack of infrastructure and skills, in order to increase inward investment. Broadly speaking, the most realistic sources of inward investment are from existing overseas companies already based here and supply chain companies in the renewable energy and hi-tech engineering sectors. Norfolk has an enviable tourism/cultural offer and quality of life, which need to be part of the business offer, in order to attract new companies and employees.

**What we intend to do:** we will support Norfolk's sectors, via assistance to their sector groups, enabling them to coordinate their collective activity and growth ambitions.

We will work closely with UK Trade & Investment's new Investment Services Team to respond to inward investment offers and champion Norfolk's offshore wind capabilities here and overseas.

Working with businesses based in the county, we will research their supply chains and identify ways to grow their Norfolk-based suppliers.

Building on our 'World Class Norfolk' campaign legacy we will promote Norfolk's world class assets in research at the Norwich Research Park and in renewable energy, linked to the county's generally excellent quality of life.

**Targets:**

Action Plans will be developed and monitored for this Theme, including an Inward Investment and Sector Development Plan.

**Theme 4: to address Norfolk's skills and employability challenges**

**The challenges:** to raise wages through an increase in the demand/supply of skills, tackle growing youth unemployment and help break the cycle of no experience, no job.

**What we intend to do:** Work with partners through the Employability and Skills Board (ESB) and related groups including the 14-19 Strategy Groups to address the challenges in the Norfolk Skills Strategy, including the Norfolk Apprenticeships Strategy. These include supporting the progression of adults and young people from welfare to work programmes and those who are not in employment, education or training into work, further learning and apprenticeships.

The Council's support for apprenticeships / pre-apprenticeship training will match young people with sectors that have growth potential (eg engineering) or identified needs (eg social care). We will also provide Council placements for unemployed graduates to gain work experience.

**Targets:**

Working with partners, deliver the key priorities in the action plans that supports the Norfolk Skills Strategy and Norfolk Skills Priorities Statement.

Deliver up to 500 apprenticeships (80 within the NORSE Group) and pre-apprenticeship training by March 2014.

Host 30-50 graduate work placements at the Council by March 2014.

**Theme 5: to provide fair access to the public sector**

**The challenges:** to ensure that small and medium sized companies are not disadvantaged by the Council's procurement processes and are able bid for contracts.

**What we intend to do.** We have already taken a significant number of steps to make things easier for businesses to do business with us, including simplified quotation documents, meet the buyer events and removal of the requirement for insurance to be put in place until a contract has been secured.

Building on these measures, as we re-tender major contracts, we will ensure that appropriate supply chain management provisions are included, including making sure that small suppliers have the opportunity to apply for sub contracts, and that prompt payment provisions are built in.

**Monitoring**

An implementation and monitoring framework will be developed to ensure regular review and delivery of the strategy's action plans.

# The strategic role of the County Council

## 1 Approach

- 1.1 Alongside our partners in the Greater Norwich Development Partnership, the County Council has already adopted an economic strategy for Broadland, Norwich and South Norfolk, and other districts also have economic strategies or local development frameworks. In addition, New Anglia, the Local Enterprise Partnership (LEP) for Norfolk and Suffolk is developing its own, business-driven, strategy for the two counties.
- 1.2 Our approach is to add value to these area-based strategies, building on the previous countywide economic strategy, produced under the auspices of Shaping Norfolk's Future, the local economic partnership which preceded New Anglia.
- 1.3 While much of the economic activity in this document will involve the LEP, County Council and district councils all working together, there are areas where each of the three tiers has a lead role:

### LEP

- Relationship with government departments on specific issues, eg funding streams for which the LEP is the conduit, such as the Growing Places Fund. The LEP is also increasingly being asked by Government to endorse funding and project proposals to give them added weight.
- Using the combined power of Norfolk and Suffolk to promote joint priorities, such improvements to the Norwich to London rail links.

### County Council

- Delivering the Council's core role of 'speaking up for Norfolk' on key issues, eg the county's RAF bases
- Promoting the county as a business location, including countywide business support interventions and the lead role with Government bodies on responding to inward investment enquiries
- In light of our 'economic infrastructure' core role, facilitating / enabling growth in the county to happen in a balanced way, liaising with all parties, such as developers, Highways Agency etc
- Relationship with government departments on specific issues, eg planning and transport schemes.

### District Councils

- Primary relationship with businesses in their area.
- Core strategies, local development plans and allocation of housing and employment sites
- Collection (but not setting) of business rates and developer payments, such as CIL (see **Appendix F, 3**)

- 1.4 Our approach also seeks to concentrate County Council economic development activity on five Priority Themes, derived from the findings of Norfolk's Local Economic Assessment, current activity and the emerging policy context.
- 1.5 Below the Priority Themes are Action Plans which take account of countywide and local spatial issues, thematic issues (eg broadband, worklessness) and sectoral issues. Where sectors are concerned, we continue to seek to increase the growth of the higher value added areas of the economy like the financial

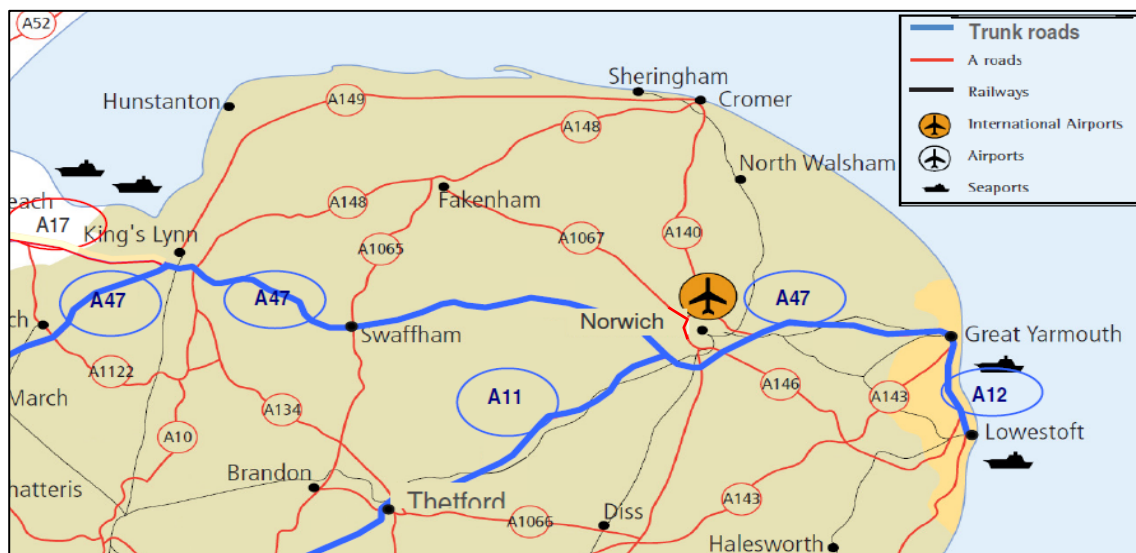
industry, advanced engineering/manufacturing, energy and creative industries and to raise the skills levels and wages of large-scale lower waged employment sectors, such as agriculture and tourism. This will involve working locally with Norfolk's sector groups, with the LEP and internationally, in some cases.

## 2 Economic evidence base

As a first step, it is useful to review the key characteristics of Norfolk and the economic challenges it faces. The **Local Economic Assessment (LEA)** forms the evidence base for this strategy and provides both the portrait of Norfolk and the key findings about the Norfolk economy that follow:

### 2.1 Norfolk - the place

The map below, from the LEA, shows the county's transport routes. The map at **Appendix A** also shows Norfolk's districts and their East of England neighbours.



- 2.1.1 Norfolk is a very large rural county with a land area of 549,751 hectares. However, 41% of the county's 850,800 population resides in just four large urban areas, comprising the city of Norwich and the three large towns of Gt Yarmouth, King's Lynn and Thetford. This rurality presents transport challenges for businesses, employees and students in terms of connectivity within and beyond the county.
- 2.1.2 The county has no motorways. The A47, A11 and A12 trunk roads provide strategic connections to the rest of the region and the wider UK. There are direct rail links to London and Cambridge from Norwich and King's Lynn, and cross country services to Peterborough, the Midlands and the North West. Within the county, Norwich acts a rail hub for services to Cromer, Sheringham, Gt Yarmouth and Lowestoft (Suffolk).
- 2.1.3 Ports at Gt Yarmouth and King's Lynn provide for offshore industries and for freight movement to and from European ports and beyond. Wells is also playing an increasing role as a service port for offshore energy. Gt Yarmouth provides the shortest sea crossing between the UK and the Netherlands, is England's principal support port for offshore energy in the Southern North Sea, and is the closest viable deep-water harbour to the East Anglia Array wind farm project.



- 2.1.4 The international airport at Norwich has regular connections within the UK and with the hub at Schiphol in the Netherlands, providing routes to worldwide destinations.
- 2.1.5 Norwich is a major regional service centre, exerting a powerful economic, social and cultural influence over the county. It is the largest centre of employment in the region and with a diverse knowledge-based economy. With a population of around 210,000, the urban area is one of the largest in the East of England.
- 2.1.6 On the east coast, the urban area of Gt Yarmouth has significant regeneration needs but has strengths in offshore energy, which provides a major opportunity to stimulate the economy.
- 2.1.7 North Norfolk district does not have a single large urban centre but has seven small market towns. The district contains some of the county's most prized heritage, landscape and habitat assets. Like Gt Yarmouth, it too has an increasing role to play in the offshore wind sector and positive benefits are already being felt in areas such as Wells, Fakenham and Egmere.
- 2.1.8 The Broads are a nationally important environmental asset and major visitor attraction, sitting between Norwich, Gt Yarmouth and Lowestoft and extending into North Norfolk.
- 2.1.9 King's Lynn is equidistant from the urban centres of Norwich, Cambridge and Peterborough and acts as a sub-regional centre for a large rural area of some 200,000 people.
- 2.1.10 Thetford is a town of almost 24,000 people. It is a well located service centre between Norwich and Cambridge on the A11 strategic road and rail corridor.

## 2.2 Norfolk's economic profile

The paragraphs below summarise the findings of the LEA, together with progress against plan for jobs and housing growth. Maps showing where the housing and jobs growth should take place in the county can be found in **Appendix B** and **C**.

- 2.2.1 The **East of England Plan** set the levels of growth for Norfolk up to 2021, which are interpreted into Local Development Frameworks. Although the Localism Bill abolishes regional strategies, councils in Norfolk are generally planning for the EEP levels of growth because it fits local evidence and delivers local need.

**The Norfolk total is for 78,700 houses and 55,000 jobs to be developed up to 2021.** This includes about 35,000 homes in the Greater Norwich Area, 7,000 in King's Lynn, up to 6,000 in Thetford and about 1,000 in Great Yarmouth. There is a significant focus on the A11 corridor, with planned developments at Attleborough (4,000 homes), Wymondham (2,000), Hethersett (1,000), and Cringleford (1,000), in addition to those already mentioned for Thetford.

**At the end of March 2011** (the latest period for which data is available) some **35,189 homes had been built since 2001, 50% of the plan period to 2021 and 45% of the target.**

Although the recession has seen a significant decline in house building levels since 2008/09 across the county, it will be critical to ensure house building returns to target levels to help maintain economic growth. Housing growth maintains the construction sector and supports retail, but also ensures that young people and skilled labour can find suitable homes. The Government's Housing Strategy says that for every home built, up to two jobs are created for a year.

Data availability and quality makes jobs monitoring difficult. The best estimate available is from the East of England Forecasting Model (EEFM): **although job growth was running ahead of the EEP target by some 4,000 jobs in the pre-recession period 2001-2008, it has fallen behind between 2008 and 2011.**

Total job growth in Norfolk from the EEFM is thought to be 20,200 in the ten year period to 2011 compared with a pro-rata target of 27,500 for the same period.

This slow down in the rate of housing and job growth is a key challenge, especially in light of cuts in funding to local authorities and other organisations.

- 2.2.2 The county is recognised for strengths in creative/media industries; financial services; offshore energy and engineering and health, food and environmental sciences (HFES).
- 2.2.3 Supporting some of these sectors, with over 11,000 people, the Norwich Research Park has one of Europe's largest single-site concentrations of research in HFES, internationally recognised for research excellence in plant and microbial sciences, food, health, environmental sciences, computer and information systems and chemistry, helping to find solutions to global issues such as food security and crop resilience. Links to the NRP website can be found in **Appendix H.**
- 2.2.4 This expertise in environmental issues also contributes to New Anglia's ambitions for Norfolk/Suffolk to become a world leader in green and low carbon business growth and the area has Government 'Green Pathfinder' status to share this expertise and best practice.
- 2.2.5 Norfolk's cultural/natural assets, such as miles of sandy beaches and The Broads, mean that tourism is critical to the Norfolk economy – it generates £2.6bn in income and 49,650 jobs or 14% of employment in the county. It therefore requires a careful balancing act to achieve the economic growth we need, whilst protecting the environment and quality of life that draws, and keeps, people here.
- 2.2.6 Where business start-up rates are concerned, these are below national levels and have been decreasing over time (particularly in North Norfolk).
- 2.2.7 Relatively low wage levels within the economy contribute to social and economic inequalities and there are pockets of deprivation in urban areas such as Great Yarmouth, King's Lynn, Thetford and Norwich, as well as in rural areas, where it can be less visible.
- 2.2.8 Linked to low wages, education and skills levels, although improving, are generally lower than regional and national levels and the gap is not narrowing.
- 2.2.9 Since the recession, house building rates are running significantly below targets. It will be critical to ensure house building returns to target levels to meet housing need and help maintain economic growth. Housing growth directly supports key economic sectors such as construction and retail and also plays a wider role in attracting and retaining labour supply and improving labour mobility.
- 2.2.10 The county has significant infrastructure deficits, including transport, energy supply (around Snetterton and North Norfolk) and communications (poor broadband coverage/speeds and mobile phone coverage). There is also a long term planning need to ensure that water supply can be delivered to strategic sites as they are developed. Failure to address these issues will seriously hamper business retention/creation and delivery of housing and jobs growth.

- 2.2.11 Norfolk (with the exception of Norwich) has a higher proportion of over 60s, compared to regional and national averages and there is ongoing growth in this older demographic, accelerated by people retiring to Norfolk. Given the economic conditions and changing retirement age, older people will be working longer than previous generations and the increasing number of over 80s leads to growing pressure on local services and resources. This highlights the need to develop both business interest and skill levels in social care in Norfolk, as we will need more employees/good quality businesses.
- 2.2.12 The Council also has new duties regarding public health and wellbeing. With the new duty may come new initiatives, in due course.
- 2.2.13 In terms of ethnic mix, in 2009, 91.2% of Norfolk inhabitants were White British or Irish (83.9% nationally); 3.09% White Other (0.42% nationally); 2.29% Asian/Asian British (6.11% nationally); 1.35% Chinese or other Ethnic group and 0.91% Black/Black British (2.94% nationally). Compared with the national picture, Norfolk has higher levels of White Other (which will include EU migrant workers) and much lower levels of people of Asian/Asian British and Black/Black British people.
- 2.2.14 It is estimated that the employment rate for ethnic minorities is lower than that for white population in Norfolk. Despite this, it is less likely for ethnic minorities to claim Job Seekers' Allowance.

The Annual Population Survey states that there were 129,700 people of working age who were disabled (July 2010 - June 2011). Of these, only 74,400 were employed. In general, if you are disabled, you are less likely to be employed in Norfolk.

More detail can be found in the LEA summary, technical document and district summaries on the Council's website. Web links can be found in **Appendix H**.

Since the LEA was conducted, a key development has been the rise in youth unemployment: despite those aged between 16 and 24 having only a 16% share of working age population in the county, they currently have a 42% share of unemployment. This trend has been the catalyst for the apprenticeship and work placement initiatives described in the strategy (see 5.2.4).

There has also been a significant loss of employment since the recession, which has had a significant impact in Greater Norwich. The Norwich City Council area has lost 14,630 jobs over this period, some 1,700 of which have moved to the urban fringe. This "hollowing out" of the city is a growing threat to the continuing vitality of the city centre, which may be further exacerbated by proposed changes to national planning policy.

### **3 National economic policy context**

- 3.1 The Government is committed to rebalancing the economy away from the public to the private sector, with proposals that local authorities should be funded solely from Council Tax and locally-raised Business Rates from 2013/14.
- 3.2 It is seeking to assist business growth, particularly exports and innovative research and development, as well as private sector job creation through its Regional Growth Fund and Enterprise Zones (EZ), with their simplified planning and ability to retain business rates in the local area for 25 years. The County Council worked with New Anglia, Suffolk County Council and Gt Yarmouth and

Waveney Borough Councils to develop a successful bid for an EZ for Gt Yarmouth and Lowestoft (see **Appendix E, 2.4**). In addition, the Growing Places Fund allows local areas to create funds that are invested, then repaid to back into the pot for future interventions.

- 3.3 Free face-to-face support for business start ups, provided by central Government, disappeared in November 2011, with Business Link reduced to a website and phone line. While some free face-to-face support is still available from the private sector, this is not the case across the whole county.
- 3.4 In terms of employability and skills, the Work Programme is the Government's flagship policy to tackle long term worklessness and apprenticeships are identified as a key way of providing people with the training and skills to find fulfilling employment.
- 3.5 In terms of infrastructure, the Government plans to relax the planning framework, with a presumption in favour of sustainable economic development. The National Infrastructure Plan and Autumn Statement 2011 announced 20 development pool schemes, with £220m allocated for smaller projects through the Road Pinch Point Fund, to ease local bottlenecks and improve safety and road layout. Finance was also made available to fund the majority of remaining projects, subject to business case approval. Where rail links are concerned, Dutch company Abellio was granted a 29 month rail franchise for East Anglia from February 2012, with the option to bid for the subsequent 15 year franchise, which starts in mid 2014.

More on these and other policy developments can be found in **Appendix D**.

## 4 Coordinating economic growth – current activity

**Appendix C** provides an overview of current activity being delivered in conjunction with partners. Combined with the LEA evidence about the challenges for Norfolk, it provides the context for the Action Plans that follow.

## 5 Delivering the strategy

### 5.1 Priority Themes

As mentioned previously, our approach is to concentrate activity on five Priority Themes derived from the LEA analysis and emerging policy developments and to build on existing activity. These Themes are:

- to provide support for growth and removing infrastructure constraints
- to help businesses to start up and grow
- to improve perceptions of Norfolk's business offer and secure inward investment and growth in key sectors
- to address Norfolk's skills and employability challenges
- to provide fair access to the public sector

A sixth, cross-cutting Theme, is to secure and manage funds to address Norfolk's priorities generally and to deliver these plans specifically.

The next section looks at Action Plans for these Priority Themes. In some cases, production of the Action Plan will follow the approval of this strategy. A

monitoring and review framework will also be developed, to ensure delivery of the outcomes described in the Action Plans.

## 5.2 Priority Theme Action Plans

### 5.2.1 To provide support for growth and removing infrastructure constraints

#### Aim

- To ensure Norfolk can meet its economic growth potential through properly funded strategic infrastructure (roads, rail, broadband, utilities etc).

#### Evidence/challenges

- **Transport.** Our connectivity to other parts of the country, by road and rail, need to be improved, to increase business growth and to redress business perceptions of Norfolk's remoteness / peripherality. These challenges are largely articulated in 'Connecting Norfolk', the third Local Transport Plan for Norfolk. The dualling of the A11 will go a long way to addressing Norfolk's actual and perceived distance, notably from London. However, our coastal location, with the shortest sea crossing from the UK to The Netherlands, means that we should also maximise our connections with Europe and beyond. The A47 forms a key strategic corridor from the port of Great Yarmouth to Norwich Airport and beyond Norfolk to the Midlands. The A10 and A17 are also key connections for the west of the county.
- **Wider infrastructure.** More broadly, we need to develop a clear picture of our infrastructure needs across the county, so that their delivery can be prioritised and scheduled.
- **Broadband.** Two thirds of Norfolk companies are located in rural areas, with most employing less than 10 staff. Broadband is currently poor or non-existent in many rural locations. For this reason, the Council successfully bid to government to develop the Better Broadband for Norfolk (BBFN) project, which will see a £60m investment in broadband, particularly in rural parts of Norfolk. Targets for improved speeds are shown in this section, while the impact on jobs and business is shown under the next Priority Theme.

#### Priorities

- **Roads.** The Norwich Northern Distributor Route (NDR), which is a key part of the wider Norwich Area Transportation Strategy (NATS) Implementation Plan, is vital to the continued economic success of the Greater Norwich area, also benefiting North Norfolk and Gt Yarmouth. As funding has now been secured for the NDR from the Department for Transport, we now need to put in place a funding package for the remainder of the project and ensure that the NDR, other elements of NATS, and the A11 are delivered to plan.

The A47 forms a key strategic corridor from the port of Great Yarmouth to Norwich Airport and beyond Norfolk to the Midlands. We will champion the inclusion of the port in the trans-European transport network (TEN-T) and lobby for the A47 to be seen as a route of national - not just regional - importance. This may require additional resource to work with the East of England Brussels Office.

While these road-related activities are current priorities, they will be informed by the Infrastructure Plan, mentioned below.

- **Rail.** We will continue to push for improvements to the county's rail infrastructure with Network Rail and Abellio, maximising the re-franchising opportunity. The New Anglia Transport Group has identified improvements to the Norwich to London line as their top priority. In addition, the King's Lynn to London route is due to be improved and we are working with local MPs to ensure the improvements extend beyond Cambridge, up to King's Lynn.
- **Great Yarmouth.** The Third River Crossing (3RC) scheme is key to the Great Yarmouth transport strategy, and the wider regeneration objectives to deliver jobs and economic growth. Funds have been earmarked from the Norfolk Infrastructure Fund (see **Appendix F, 10**) to address any negative impact on surrounding properties ('blight').
- **Breckland.** Thetford continues to be the location of greatest planned growth and the County Council, working through Moving Thetford Forward, will continue to engage with local partners in identifying priority infrastructure requirements. The Council has agreed in principle to support a project to regenerate the riverside area.
- **West Norfolk.** Two significant investment commitments have already been made in King's Lynn – a housing development in the Nar Ouse Regeneration Area and the replacement of the Technology Block at the College of West Anglia, which will encourage local people in the area to develop the skills that local businesses require.
- **North Norfolk.** The County Council continues to work closely with the district council and other local partners on regeneration plans for North Walsham. Work with other parts of the district on offshore energy is covered under 5.2.3.
- **Norwich Research Park.** The NRP was allocated £26m by Government to deliver innovation from bioscience and the Council is assisting them to tackle infrastructure issues at the site with part of this funding.
- **Infrastructure Plan.** There is a wider need to collate evidence, such as investment plans and core strategies from districts, GNDP and utility companies, on infrastructure required to deliver growth. Work will be co-ordinated through the County Strategic Service Coordinating Group (see **Appendix E, 1.1**, for more on the group). A study has been commissioned to advise on economic impact and funding. This will not include smaller scale and social infrastructure that would normally be brought forward as a requirement of new developments, such as schools and medical centres.

We also need to identify the constraints to long term investment arising from the privatised utilities Asset Management Plan process and the role of the regulators. There may be a need to lobby Government where regulatory processes should be changed, to enable effective infrastructure planning to deliver growth.

The Plan will identify key drivers against which to assess infrastructure impacts - eg growth corridors, key sectors, skills gaps, regeneration areas and connectivity. The process will then match a provisional list of infrastructure needs against the key drivers.

- **Broadband.** BBFN seeks to provide 'superfast' broadband coverage, with a minimum level available across the whole county.

### Targets / milestones

- **Transport.** In addition to delivery of NATS/NDR and A11 dualling to plan, targets and priorities for investment to be further defined, in light of the Infrastructure Plan. Plan to be produced by end June 2012.
- **Broadband:** Ideally 30Mbps (megabits per second) but at least 24Mbps, aiming to meet the Government's 90% superfast target. A minimum of 2Mbps must be achieved for all premises by 2015, as well as giving customers a choice of at least two broadband suppliers. Norfolk has also identified the following additional priorities:
  - a) Enterprise Zone sites
  - b) Areas that have a concentration of business subscribers as a proportion of total subscribers that exceeds 10% (the average proportion is around 8%). This priority must only be addressed where it will not adversely impact on the ability to deliver an optimum scheme for Norfolk.

### Role of the County Council

- Delivery, coordination, influencing

In view of the significant amount of resource required, more support may need to be put in place to support the EU lobbying activity around the A47.

### Funding opportunities

- Transport schemes planned are already accessing the most appropriate sources of funding. The Infrastructure Plan will also identify appropriate funding sources for all interventions and the opportunities to bring together diverse funding streams to deliver maximum benefit on priorities.
- The BBFN project is funded from: £15m government grant (BDUK Fund) and £15m County Council funds. This £30k investment should then be matched by the private sector contractor, providing a total investment fund in broadband infrastructure of £60m.

#### 5.2.2 To help businesses to start up and grow

##### Aim

- To tackle Norfolk's diminishing rate of business creation and assist existing businesses to grow, signposting to quality business support.

##### Evidence/challenges

##### Business starts

- Business start ups in most of the UK have been declining for the past few years and Norfolk is no exception. As Business Link estimates the value to the local economy of a new business (once it has been trading for a year) at £38,000, an increase in the start up rate would be good for the entrepreneurs themselves and the Norfolk economy.
- Self employment can be a good option for encouraging people in low paid employment – or on other forms of low income – to improve their quality of life. For many disabled people, and those from black and ethnic minority communities, running their own business is a good way to enter the labour

market and promote growth. However, self employment is also hard work and not for everyone.

- 2010 was the last year that a start-up programme was provided by Business Link for a full year across Norfolk (and the rest of England). Although it is estimated that only 30% of all starts receive some form of public support, it is likely that the start up rate will plateau or decline as a result of the withdrawal of Business Link's face to face start up support in November 2011.
- Norfolk and Waveney Enterprise Services (NWES) led a national consortium bid for £15m of Regional Growth Fund money (see Appendix D1), complemented by £63m from Barclays Bank, which will see a scheme up and running from April 2012. This will benefit those who live in Gt Yarmouth or Norwich, and possibly those who set their business up in either location.
- Support is also available in specific sectors, such as the Manufacturing Advisory Service, which provides match-funding for strategy/implementation targeted at growth, as well as for businesses to improve performance.
- However, there is still a need for universal business start up assistance across Norfolk. The county's size and rural nature make starting up a business outside the main urban areas a challenge. For a number of years there has only been limited provision of business start up advice across rural parts of Norfolk and this is an area where, based on economies of scale, value for money and consistency of delivery there is merit in developing a countywide programme of support. Proposals to address this are outlined under 'the role of the County Council'.
- **Rural Growth Network (RGN) Pilot.** Linked to this, the Council and Norfolk's districts worked with New Anglia to submit a bid to be part of a Rural Growth Network Pilot, aimed at breathing new life into run-down industrial estates in rural areas. The bid comprised 14 sites in Norfolk and Suffolk. The seven in Norfolk were: Attleborough, Aylsham, Downham Market, Fakenham, Harleston, North Walsham and Swaffham.

The bid included: the recruitment of seven enterprise champions to work with local business support agencies to stimulate start-ups and provide advice to established businesses; removal of some planning restrictions; and some capital funding for refurbishment and infrastructure improvements. A bid for £2.5m from Defra's RDPE fund for rural business grants was submitted as a third element to the programme and the fourth was a package of support for female entrepreneurs. The outcome of the bid will be known by April 2012. See **Appendix E, 25** for more detail on RGN.

- **HEC.** In order to address the loss of engineering jobs in Norfolk, the County Council established Hethel Engineering Centre (HEC) in 2006. HEC has successfully incubated over 55 start-up companies, which, in turn, have created over 190 high skilled jobs. HEC is operating at full capacity and has a waiting list of start up companies waiting to move in, as well as businesses it has successfully started up wanting 'grow on space'. The challenge is therefore to take it to the next stage of its development.

### **Signposting to business support**

- With the restructuring of Business Link, for the first time in around 15 years, there is no broad-based business support organisation offering free and



impartial business advice and support in Norfolk. However, there is a wide range of support available from a number of sources and whilst it cannot be the role of Norfolk County Council to provide quality control, it can introduce mechanisms to help businesses and would-be entrepreneurs to identify what is available and to assist with selection.

### **Broadband**

- The BBFN project also has targets for business start up, which are shown in the Targets section of this Plan.

### **Priorities**

- **Business start up scheme.** This is outlined below, under 'Role of the County Council'.
- **Rural Growth Network.** If the bid is successful, deliver the pilot described above, working with LEP and district council colleagues.
- **HEC.** The Council's Cabinet has approved the allocation of a loan of £3.77m to contribute to the building of an Advanced Manufacturing Centre (AMC) that will provide this grow on space. It also approved the establishment of Hethel Innovation Ltd (HIL), a company that will enable private sector investors to take shares in new start up companies.
- **Trusted Business.** To build on Trusted Trader, extending the reach to business services.

### **Role of the County Council**

- **Business start-up and support programme.** In terms of countywide business starts, the Council has, over time, been the primary funder of a business start up programme, sometimes alone, sometimes supplemented by EU funds. Only when the East of England Development Agency (EEDA) fully funded a regional programme did the County Council opt out.

Our Outset Norfolk programme, which ran from January 2011 to March 2012, has helped a substantial number of people to become self employed and targeted hard to reach groups, such as female would-be entrepreneurs and those in rural areas. In light of its success, we propose to develop a new, larger scale, countywide programme, which will also include support to potential social enterprises and 'protected groups' (see Appendix , building on the work undertaken by the Norfolk Community of Disabled People to help disabled people to start businesses.

A number of delivery models are being considered. The programme will be procured for a minimum of two years, with provision for a third year extension. We will need to consider models that address market failure in rural areas of the county, as well as those urban areas where no other provision exists. This is likely to mean a focus on: Breckland; King's Lynn and West Norfolk; South Norfolk; North Norfolk; plus any parts of Norwich not covered by the NWES programme and Broadland (where the district council has limited capacity to be able to meet demand). We will need to understand more about how the NWES scheme will impact on the City before deciding whether to target additional resource there.

The start up programme will also link to the RGN pilot, if successful, as the Enterprise Champions will refer would-be entrepreneurs to the programme.

In delivering the start up programme, the County Council will work closely with districts to avoid duplication, make maximum use of local knowledge and to exploit all available sources of assistance (see Funding, below).

- **Business support portal.** In terms of more general business support, the Council is working with the LEP to develop, launch and promote a web-based business support portal.
- The Council will also deliver and operate a Trusted Business scheme. Led by Trading Standards, the scheme will operate alongside Trusted Trader and offer access to private sector business support deliverers, such as lawyers and accountants, who will be scored by previous clients.
- The County Council can broker start up support through the online portal and Trusted Business system. However, there is an opportunity to use the significant resource that is being mobilised to roll out superfast broadband. A programme of support will form the basis of an EU funding bid (ERDF), using County Council funds as match funding. If successful, it could help businesses to benefit from up to 12 hours of tailored support.
- **HEC.** The Council owns the Centre and needs to take it to the next stage of its development, so that it can seek to become completely self-financing. The building of the AMC and the creation of HIL will contribute to these aims.

#### Targets/milestones

- **Business start up scheme.** 400 new business starts by the end of 2013/14.
- **Rural Growth Network.** 1200 individuals given enterprise advice; 400 businesses assisted to improve their performance (+ 200 women-led); 150 new businesses started (+100-120 women-led); 700 jobs created (+150-175 women-led)
- **HEC/HIL:** 40,000 ft<sup>2</sup> AMC built at Hethel by March 2013  
 HIL will incubate 18 hi tech start-ups, creating 220 high skilled jobs and safeguarding 60 jobs. It will also support 240 businesses with innovation-led business support, facilitating 20 'Pilot Innovation Programs' (precursors of start up companies). In so doing, it will secure £3.1m of EU funds and lever in significant private sector support / investment. More generally, HIL will grow 'clean tech' clusters, particularly focusing on transport, energy, materials and environment.
- **Broadband.** The BBFN project is expected to deliver:
  - 1,337 additional jobs over 10 years (equivalent to 0.61% of Norfolk's current private sector employment)
  - £88m in additional annual GVA (Gross Value added – a measure of wealth creation) by 2021/22
  - The present value of the net GVA impact is £401m over 10 years
 Linked to BBFN, seek to secure EU funding to provide tailored business support to up to 600 small and medium sized businesses.
- **Trusted Business:** 50 accredited businesses signed up by the end of 2012/13, adding 3-4 a month thereafter. Achieve 700 unique hits a month to the website by March 2013.

### Key timings/milestones

- The Trusted Business and Business Support Portal schemes will be fully operational by April 2012.
- An outline bid for EU (ERDF) funding has been submitted. The next phase will be a full business case, which will be written and presented in time for full rollout in the autumn of 2012, if the bid is successful.

### Funding opportunities

- Building on the success of Outset Norfolk, we will contribute £200k of funding in each of 2012/13 and 2013/14 to its larger scale successor. We will work with district councils to ensure our offer complements theirs and will seek to secure match-funding for the programme on a district by district basis.
- Funding for the AMC will come from a Council loan, with EU funds contributing 40% of the build costs, if the ERDF bid is successful.

## 5.2.3 **To improve perceptions of Norfolk's business offer and secure inward investment and growth in key sectors**

### Aim

- To grow the awareness and positive recognition among key stakeholders of Norfolk's business offer and increase business investment into Norfolk.

### Evidence/challenges

- As with the business support landscape, this is the first time that Norfolk will not have had an overarching regional, inward investment function since 1996. A new national service has been launched and this is an opportunity, as the old East of England delivery mechanisms received the least funding of any English region, so Norfolk often struggled to raise its profile nationally.

Countywide, Norfolk would typically be able to claim credit for around 3-4 new investments per year, where there has been direct intervention. However, national appreciation of Norfolk's assets has sometimes been lacking, hampered by old stereotypes of its perceived remoteness and wholly agricultural economy. The Council's World Class Norfolk' (WCN) campaign went some way to addressing these outdated perceptions (see **Appendix E, 2.8**) and efforts in this area will be renewed/refocused – see Priorities, below.

- Broadly speaking, future inward investment is more likely to come from overseas companies already here expanding, rather than new international companies choosing to locate here, so our approach is to try to grow these and help them develop their supply chains.
- A real boost has been the successful bid for an Enterprise Zone for Great Yarmouth and Lowestoft (see **Appendix E, 2.4**) and its subsequent inclusion in the Government's 5 Centres of Offshore Renewable Engineering (CORE).

### Priorities

- Build on the World Class Norfolk campaign legacy to highlight those Norfolk assets that are truly World Class, such as the NRP and energy, linking them to the area's natural / tourism assets and generally excellent quality of life, which encourage people to live and work here, as well as visit. This will

involve engagement with key stakeholders, such as Norfolk's MPs, relevant ministers and trade advisers, on a sectoral and thematic basis.

- Work with UK Trade & Investment's new Investment Services Team (UKTI IST), New Anglia and other partners to deliver inward investment into Norfolk:
  - By managing a first class management system for new enquiries and co-ordinating and developing quality responses.
  - Hosting high quality visits to the local area, in response to enquiries.
  - Developing networks of partners, to ensure we engage with supply chains, research bases, support mechanisms, skills and training providers, property agents etc.
  - Researching the county to ensure up to date knowledge of assets.
  - Developing relationships with key UKTI IST personnel, to ensure Norfolk's assets/attributes are fully understood and emphasise that "Team Norfolk" is ready and willing to work in partnership.
  - Ensuring that promotional material used by UKTI within and outside the UK properly represents Norfolk's assets.
- Work with UKTI IST and district partners to develop and deliver an Investor Development Programme (IDP), looking after companies already based here.
- Supplement the UKTI IDP by delivering a programme of visits to businesses outside of the UKTI criteria, which are deemed to be of local significance. This especially includes UK-owned businesses in key sectors. It will include NCC staff undertaking visits directly, in liaison with the district councils.
- In conjunction with the LEP and representatives of Norfolk's key sectors, produce a Sector Development Plan for the county. Work with sector representatives to develop an Action Plan for support.
- Work with North Norfolk District Council, Gt Yarmouth Borough Council and partners in Suffolk and Waveney to maximise opportunities in offshore wind.
- Work with Gt Yarmouth Borough Council and partners in Suffolk and Waveney to maximise the potential of the Enterprise Zone. Participate or lead on associated promotional activity, including attendance at exhibitions and events, some overseas. Related to this, lobby for the inclusion of part/all of Gt Yarmouth Borough in the Government's 2013 Assisted Area map.
- Exploit opportunities presented by the new relationship with Essex and Suffolk County Councils with regards to Jiangsu Province in China.

### **Targets**

- EZ: 1400 direct / 1000 indirect jobs; 60,000m<sup>2</sup> of development space and 80 new businesses attracted / started by 2015
- Inward Investment (including business perceptions) and Sector Development Action Plans will be developed.

### **Role of the County Council**

- To act as a co-ordinator and key link between UKTI (IST) and local partners
- To coordinate and, directly deliver aspects of, the Action Plans.

In view of the amount of resource required for inward investment activity, it is proposed to recruit an officer from existing staff budgets, for further support.

**Key timings/milestones**

- The Action Plans will be developed with timelines to start in 2012/13.

**Funding opportunities**

- These will be limited, apart from where we can generate partnership funding, for example in relation to the Enterprise Zone. There will also be potential to access funding from the Enterprise Zone Challenge Fund, where a project will demonstrably deliver increased investment into the EZ.
- The Inward Investment Support Officer (title to be confirmed), will be funded from reprioritised Economic Development and Strategy staffing budgets.

**5.2.4 To address Norfolk's skills and employability challenges****Aim**

- Working through the Norfolk Employment and Skills Board (ESB), to increase the skills level of the Norfolk workforce and to improve the employment prospects of those residents currently out of work.

**Evidence**

- The Norfolk Skills Strategy and Framework for reducing worklessness set out the evidence base and challenges for this activity.

**Challenges**

- The mismatch in the skills levels available and the needs of businesses.

**Priorities**

The Skills Priorities Statement sets out the priority sectors for immediate intervention in employment related skills. National welfare to work programmes provides the framework for activity related to unemployment. In addition the ESB and Council have agreed to prioritise Apprenticeships as a route for raising skills and employment opportunities.

Through the ESB, the focus of activity will be to:

- Support the progression of adults and young people from welfare to work programmes and NEET, into work, further learning and Apprenticeships.
- Align 14-19 strategy to the priorities/opportunities within the Norfolk Economy.
- Review and plan the key priorities for delivery in the action plan that supports the Norfolk Skills Strategy.
- Review, plan and deliver the Norfolk Skills Priorities Statement.
- Produce a gap analysis of provision and increase provision, as applicable, through influencing plans of providers through the provider network.
- Carry out an annual review of Literacy, Language and Numeracy provision, identify gaps and issues for provision and feed these to the provider sub-group for discussion and action.

- Align skills training with work opportunities through Service Academy models and the Work Programme.
- Develop a web-based register of IAG (information, advice and guidance) provision, monitor geographical coverage and market to the wider advisor groups through fliers, networks and web links.
- Develop the model of sector-based higher level skills and employment events to raise awareness of sectors and promote the employability model to other sectors.
- Ongoing activity to ensure New Anglia recognises the need to support skills, having identified it as a priority, and uses the Norfolk Skills Strategy as a driver for future actions.
- Support the development of the Norfolk Apprenticeship Strategy.
- Lead on developing a clear skills alignment plan in the Energy / Engineering / Advanced Manufacturing sector between employer needs and flexible provision.
- Bid for a capacity building project for work in the above sector through the ESF (European Social Fund) Technical Assistance programme.
- Continually work with providers of Department of Work and Pensions 'call off contracts' to support best outcomes for Norfolk residents and maximise impacts of funding streams.

### **Role of the County Council**

- The role of the County Council is to provide the framework for partners to contribute to activity through the ESB. It has also decided to intervene more directly and announced in January 2012 its plans for three linked initiatives to help young people who are struggling to get a foot on the employment ladder:
  - £4m to provide apprenticeships and pre-apprenticeship training for up to 500 young people, using a wage subsidy model to pay a proportion of apprentices' wages. This will benefit SMEs and specific groups of young people, such as care leavers and those without qualifications.
  - In order to implement this scheme we will need to work with young people, parents, schools, employers, further education colleges and training providers to improve perceptions of apprenticeships as a realistic career option. £0.5m is therefore allocated to this activity.
  - A third objective is to provide work experience placements at the Council, under the Government's 'Get Britain Working initiative', for unemployed graduates. The programme will comprise 30-50 placements of 2-8 weeks duration, in a range of service areas, over a two year period.

It is the Council's role to ensure that protected groups who are disadvantaged in the labour market benefit from these initiatives (particularly disabled people who face the most barriers to employment). Research shows that generalist apprenticeship programmes fail to benefit disabled young people, so we will ensure that the initiative is made fully accessible to all protected groups.

In addition, the Council's Children's Services department is reviewing its staffing to ensure that promotion of employability and skills is prominent in its role as a champion of young people.

### **Key timings/milestones**

- Set out in the Skills Strategy Action Plan that is renewed six-monthly
- Delivery the apprenticeships/ graduate work placements by end March 2014.

### **Funding opportunities**

- These are identified as they arise but the prime funding is through the Skills Funding Agency and Department for Work and Pensions, as well as the funds recently announced concerning the Youth Contract and wage subsidy. The Council's project will work alongside these funding streams.
- The budget to deliver the Council's apprenticeships and work placements programme was agreed by Council in February 2012.

## **5.2.5 To provide fair access to the public sector**

### **Aim**

- To ensure that small and medium sized companies are not disadvantaged by the Council's procurement processes and are able bid for contracts.

### **Evidence/Challenge**

- To balance the need to gain best value for residents, when commissioning services, with the need to support local businesses to provide them.

### **Priorities**

The Council has already implemented a number of actions to increase business access to County Council procurement. For example, we have:

- Adopted the Contracts Finder website as the single source for all our tendering opportunities
- Organised an annual Meet the Buyer event, with the Chamber of Commerce – the most recent taking place on 15 March 2012.
- Made the procurement process less bureaucratic for smaller suppliers, by eliminating pre-qualification questionnaires (PQQs) for low-value tenders and adopting the Cabinet Office's simplified PQQ for higher-value tenders – cutting paperwork and time.
- Removed unnecessary requirements for high levels of insurance cover and for insurance to be in place before a tender is submitted – now suppliers only have to take out the insurance if they win the contract.

We have also simplified processes for lower-value procurements, introducing:

- A simple electronic quotation system for lower-value transport procurement, enabling many more suppliers to submit bids for each requirement.
- A 'neutral vendor' for temporary staff, enabling suppliers to bid for each requirement through an electronic process, rather than individual managers going to particular agencies.

As we re-tender major contracts, we will implement supply chain improvements, so that small suppliers can receive prompt payment and apply for sub contracts.

## **5.2.6 Secure and manage external funds to address Norfolk's priorities**

Each of the strategy's Action Plans will identify funding to deliver its objectives. A summary of some key funds that will be explored can be found in **Appendix D**.

## **Apprenticeships and work placements for young people in Norfolk**

Report by the Directors of Environment, Transport and Development  
and Children's Services

### **Summary**

Tackling youth unemployment is a priority for Government and, through apprenticeships and grants to businesses, they are offering incentives to employers to take on young people. In Norfolk, the number of young people aged 16-19 not in education, employment and training (NEET) is rising, as is unemployment in the 19-24 age group. Employers are raising concerns about the work readiness of young people and the rising need for higher level skills in the workforce. Some care leavers, in particular, are leaving education with low levels of attainment and are experiencing difficulties in finding employment.

This paper outlines a proposal to improve opportunities for young people who are furthest from the labour market to gain pre-apprenticeship intensive support / take up an apprenticeship and for local graduates to access appropriate work experience.

It aims to add value to government initiatives and address the skills needs of employers in 'key sectors', which are: 1) where there is growth potential, eg energy, engineering / advanced manufacturing and 2) where there are identified skills deficits, such as health and social care, hospitality and tourism, creative industries and agriculture, food and drink.

The project has two distinct, but interdependent, objectives:

- (a) Make a step change in the number of young people undertaking apprenticeship employment and pre-apprenticeship training in Norfolk, particularly targeting those most in need (see target groups below), via a wage subsidy model.
- (b) In order to achieve a) we will need to work with young people, parents, schools, employers, FE colleges and training providers to improve perceptions of apprenticeships as a realistic career option.

A third, more stand-alone, objective is to increase the number of work placements offered and taken up at the County Council, for local graduates.

The way the project is developed will be to commission from the market, to a defined brief.

The detailed project scope will be developed in conjunction with partners and will involve close working with them to deliver the various strands of the project concurrently.

### **Action required**

Members are requested to comment on the development of the proposal to the next stage.



## 1. Background

- 1.1. Tackling youth unemployment is a priority for Government and, through apprenticeships and grants to businesses, they are offering incentives to employers to take on young people.

In Norfolk, the number of young people aged 16-19 not in education, employment and training (NEET) is rising, as is unemployment in the 19-24 age group. Employers are raising concerns about the work readiness of young people and the rising need for higher level skills in the workforce. Some care leavers, in particular, are leaving education with low levels of attainment and experiencing significant barriers and difficulties in finding employment.

In his speech to Cabinet on 3 January 2012, the Deputy Leader and Cabinet Member for Finance and Performance, Ian Mackie, outlined the Council's priorities for the £8.6m government grant due to the Council for freezing council tax in 2012/13, which included increasing the number of looked after children cared for in Norfolk instead of using out of county placements, investing extra resources in Norfolk's road network and **getting more young people into work and delivering more apprenticeships, skills and training.**

This specific proposal, to invest £3.5 million in such a scheme, was approved at Full Council on 13 February. It was agreed that a more detailed report on the scheme would come to the CS and ETD Overview and Scrutiny Panels.

This proposal aims to significantly improve opportunities for young people who are furthest from the labour market to gain pre-apprenticeship intensive support / take up an apprenticeship and for graduates to access appropriate work experience within the County Council.

It aims to complement and add value to government initiatives and to urgently improve the role of apprenticeships in contributing to Norfolk's skills and economy.

- 1.2. There are a number of national and local drivers for this proposal.

- As mentioned above, the Government is keen to respond to rising youth unemployment and the skills needs of employers by providing incentives. The project could potentially be aligned to new / existing funding streams, to maximise impact and to fulfil the national pledge to raise the age of participation in education and training to 18 by 2015.
- Norfolk historically has a low level of attainment at 16 and 19 and lags behind the national average. The 11-19 Norfolk Education and Training Needs Analysis (autumn 2011) for Norfolk, identified that the percentage of Norfolk pupils attaining five or more GCSEs (or equivalent) graded A\*-C, including English and maths was 55.4% in 2011 (revised Department for Education [DfE] data), compared to 58.4% nationally. Norfolk sits 9<sup>th</sup> out of 11 East of England neighbours for this measure.
- 2011 (DfE) results for learners attaining 5 or more GCSEs A\*-C or equivalent, indicate the percentage is below the national data (Norfolk 71.2%, national 80.7%). There was an increase of 4.1% in Norfolk, nationally the increase was 4.4%.
- Norfolk has rising levels of 'NEET' (not in education, employment or training) individuals. The Norfolk 11-19 Needs Analysis showed that 5.2% of 2008 year 11 school leavers were NEET. This compared to a national rate of 4.7%. By May 2010 this figure had risen to 5.98%. Since April 2011, the official NEET cohort has

been changed to include all year 12,13 and 14 and those who live in Norfolk (rather than studying in Norfolk). The current figure is 6.6% (Jan 2012). More important are the trends hidden within the figures – the NEET figures include significantly more individuals with learning difficulties and disabilities, those with no qualifications, care leavers, those without employability skills, those aged 18-19 and more young men.

- Increased higher education fees could potentially put off more young people from going to university and they may be unclear about what alternative options and pathways are open to them.
- Norfolk's Skills Strategy has identified priorities in sectors where there is potential for growth – eg energy and engineering/advanced manufacturing – as well as sectors where there are currently identified skills deficits, health and social care, hospitality and tourism, creative industries and agriculture, food and drink.
- Norfolk's labour market is characterised by a high concentration of SMEs (small and medium enterprises): the Norfolk Needs Analysis showed that 99.5% of local businesses employed less than 200 people and 85.2% of these employed less than ten. Small company bosses tend to be busy 'doing the day job' and can struggle to identify longer term training needs / succession planning and can find it difficult to access and accommodate apprentices without outside facilitation.
- National Apprenticeship Service (NAS) current priorities include an increased emphasis on targeting 16-24 year olds, growing level 3 provision, increasing public sector apprenticeship employment and creating more level 4/5 frameworks to increase progression opportunities to higher level apprenticeships. Additionally, NAS are focussing on improvements in quality of provision, simplifying the recruitment process for employers and strengthening maths and English.
- A current campaign for Norfolk 14-19 Strategy Group is for 'more apprenticeships, including in the public sector' in order to raise the profile of apprenticeships as a valued, high quality pathway. Tackling the barriers that stop young people, especially care leavers, taking up an apprenticeship is part of this campaign.
- Graduates often have problems in accessing employment because they don't have relevant work experience and can become trapped in a vicious circle.

## **2 Project proposal**

### **2.1 Objectives**

The project has two distinct, but interdependent, objectives:

- (c) Make a step change in the number of young people undertaking apprenticeship employment and pre-apprenticeship training in Norfolk, particularly targeting those most in need (see target groups below), via a wage subsidy model
- (d) In order to achieve a) we will need to work with young people, parents, schools, employers, FE colleges and training providers to improve perceptions of apprenticeships as a realistic career option

A third, more stand-alone, objective is to increase the number of work placements offered and taken up at the County Council, for local graduates.

### **2.2 Target Groups**

As mentioned previously, the overarching target group is young people. This

comprises a number of specific sub-groups:

- Disadvantaged (vulnerable) young people aged 16-24, including care leavers
- 16-18 year olds who are NEET without level 2
- 17-18 year olds with level 2 qualifications already
- 19-24 year olds who are unemployed *with* level 2 qualifications
- 19-24 year olds who are unemployed *without* level 2 qualifications

The target for each category, over a two year period, would be up to 400 young people en route for an apprenticeship. The numbers in each category would be developed as the project takes shape.

### 2.3 Project considerations

- The way the project is developed will be to commission from the market, to a defined brief.
- The detailed project scope will be developed in conjunction with partners and will involve close working with them to deliver the two strands of the project concurrently.
- The project provides opportunities to align activity with other national and local programmes, such as:
  - Jobcentreplus / Department of Work and Pensions
  - ESF (European Social Fund, aimed at skills development)
  - 'Get Britain Working' initiative
  - Providers of the Government's Work Programme
  - Skills Funding Agency providers
- Learning from this work will inform changes, to make the system easier/simpler for employers.

### 2.4 Project outcomes

Project outcomes, to be measured wherever possible, would include:

- An increase of up to 400 young people undertaking apprenticeships and pre-apprenticeship training, especially those leaving care. To be achieved by a wage subsidy model, which would complement national programmes and would incentivise employers, especially small and medium sized enterprises (SMEs) in 'key sectors' to provide apprenticeship employment for 6 or 12 months.
- The development of good quality pre apprenticeship programmes
- Positive progression routes for care leavers
- Improved links between education providers and employers. To include more effective deployment of labour market information in schools, to engender interest in careers in the 'key sectors'
- External funding attracted
- 30-50 graduate work experience placements developed and taken up in the County Council

## 3 Resource Implications

- 3.1 **Finance:** We will ensure that our funding resources will be used to maximise the impact by accessing national funding first and using the County Council funding, where it is not possible to use national sources.  
The programme will be made up of costed 'building blocks' or sub-projects, and in particular there will be a model for a wage subsidy and target groups which is currently under active consideration.  
For example, there is a sliding scale of **national minimum wage hourly rates**, which will affect the levels of wage subsidy required:

Main rate for workers aged 21+	£6.08
18-20 rate	£4.98
Rate for 16-17 year old workers above school leaving age, but under 18	£3.68
Rate for apprentices under 19 or 19+ and in the first year of their apprenticeship	£2.60

In addition, **training costs** vary by age and by apprenticeship framework. If the apprentice is:

- 16–18, employers will receive 100 per cent of the cost of the training
- 19-24, employers will receive up to 50 per cent
- 25+, employers may only get a contribution, depending on the sector and area in which they operate.

- 3.2 **Staff:** The outline project has been jointly developed by staff in Economic Development and Strategy and Children's Services. The development and start-up phases of this programme are potentially quite complex and will need to be resourced appropriately to ensure success. Once the programme's scope and budget are known, the staffing implications can be identified. It is important that they are adequate to deliver a successful programme.

- 3.3 **Property:** None.

- 3.4 **IT:** None.

## 4 Other Implications

- 4.1 **Legal Implications:** The project will be commissioned from the market, to a defined brief. An open tender will be issued, which will be agreed with nplaw.

- 4.2 **Human Rights:** None Identified.

- 4.3 **Equality Impact Assessment (EqIA):** This project will assist young people who are currently adversely affected by the economic conditions in the workplace. There is no adverse impact on other unemployed people, as they are supported by government-backed welfare-to-work programmes and training.

- 4.4 **Communications:** The project team will work closely with the Council's shared Communications Service to develop communications relating to the project.

- 4.5 **Health and safety implications:** The benefits of securing pre-apprenticeship and apprenticeship training for young people should improve their personal/psychological

wellbeing, and their progression pathways including employment prospects.

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

## 5 Section 17 – Crime and Disorder Act

- 5.1 No specific implications identified, although it is anticipated that young people who are actively engaged in an apprenticeship or activity leading to one are less likely to commit crime and disorder acts than those who are NEET.

## 6 Risk Implications/Assessment

- 6.1 A detailed risk register will be produced once the proposal is further developed.

### Action required

- (i) Members are requested to comment on the development of the proposal to the next stage.

### Background Papers

None.

### Officer Contact

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

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

Report by the Director of Environment, Transport and Development

**Summary**

This report provides an update on the progress made to date in delivery of the NATS Implementation Plan, adopted by the County Council by Cabinet in April 2010. Some key achievements have already been made and these are included within the report, including delivery of elements of the Bus Rapid Transit corridors, highway improvements and other bus and cycle improvements. In addition, details are provided about forthcoming bids for funding under the Local Sustainable Transport Fund and the Better Bus Area bid.

The NDR, a key element of the NATS Implementation Plan, has been through the Department for Transport's (DfT) Development Pool bidding process. DfT confirmed in December 2011 that it was providing £86.5m towards the cost of delivering the NDR and Postwick Hub junction (which accounts for £19m of the DfT contribution). The report sets out the latest position for both the NDR and Postwick.

Postwick Hub has planning consent and now has a final stage of completing the Public Inquiry for the Side Roads Order. It is expected that this will take until the summer to complete and, if so, there is potential for the works to start by the end of 2012. This would result in a completion of the junction by the Spring of 2014.

The NDR still has to go through its own planning process (and completion of the necessary statutory Orders). It is anticipated that the planning application will be submitted in the Autumn of 2012. A communications plan has been developed to ensure that the public have the opportunity to review the proposals as part of a pre-planning consultation. These exhibitions are set out in the report and are planned between mid-April and mid-May 2012.

Whilst the DfT funding is for the project to the A140, the report also includes details for the section from the A140 to the A1067 and invites Members to indicate whether this should be included as part of the planning application, the timing of its delivery and its funding.

**Recommendation / Action Required**

Members are requested to:

- Comment on the delivery of NATS Implementation Plan.
- Recommend to Cabinet submitting a planning application for the NDR to the A1067.
- Recommend to Cabinet whether to continue to progress a dual carriageway NDR between the A140 and A1067 as part of the planning submission, or consider a single carriageway option.
- Recommend to Cabinet delivering construction of the NDR as a single project to A1067, or consider a staged delivery (ie to the A140 first, then to the A1067 at a later date).
- Recommend to Cabinet the forward funding profile as provided in the DfT bid for the A140 NDR project (Appendix A) and for the A1067 NDR (Appendix B).
- Recommend to Cabinet to continue to underwrite the NDR (value depending on dual or single option between A140 and A1067), but taking note of the GNDP in principle funding of up to £40m towards the NDR and related measures.

## 1. **Background**

- 1.1. In April 2010 Cabinet approved recommendations to adopt the NATS Implementation Plan, make changes to a small number of NATS policies and approve the application for planning permission for the NDR to the A1067. The report also included an agreement of Cabinet to underwrite the funding shortfall of £39.7m for the NDR by use of prudential borrowing.
- 1.2. Since that time a number of events have taken place that have impacted on the delivery of the project and this report sets those out and provides an update of the current position. It also sets out the work already completed as part of the NATS Implementation Plan delivery and what is planned in the forthcoming period. The Plan is an essential and key element of the economic growth strategy for Norfolk, and is vital in order to achieve LTP targets.
- 1.3. The report asks Panel to comment on progress to date with NATS and make recommendations to Cabinet about the NDR planning application.

## 2. **NATS Implementation Plan**

- 2.1. The Implementation Plan identifies a range of transport measures, some of which are only made possible by the NDR.  
The key features of the Plan are:
  - A bus rapid transit (BRT) network
  - Improvements to a core bus network as well as integrated ticketing and improved information
  - City centre improvements
  - A package of cycling and walking improvements
  - Specific rail service improvements
  - Smarter Choices initiatives, like travel planning
  - The NDR
- 2.2. Since adopting the plan, a lot has already been achieved and the following schemes have been completed, or are nearing completion:
  - St Augustines Gyratory
  - A11 Newmarket Road (BRT) bus lane extension
  - Dereham Road (BRT) junction improvement at Barn Road and new bus lane
  - Dereham Road (BRT) junction proposal consultation for Old Palace Road
  - Development of elements of the Rackheath BRT corridor
  - Improved multi-trip/operator ticketing for bus journeys
  - Improved off-bus ticketing facilities
  - Continued work with businesses to develop smarter travel plans
  - Development of a cycling network for Norwich
  - Walking schemes such as Aylsham Rd/Woodcock Rd and Newmarket Rd/Eaton Rd crossing improvements
  - Lady Julian Bridge at Riverside with associated walking/cycle links
  - Cycling schemes including Lakenham Way Cycle Route combined and Improved City Centre Cycle Parking
  - Bus traffic light priority city wide
  - Improved bus shelters through negotiated contract.
  - Castle meadow low emission zone

- Real time car parking information

- 2.3. In addition to the details in 2.2, work has also progressed on other major projects which are the subject of funding bids. These include:

#### Local Sustainable Transport Fund (LSTF)

The County Council is bidding for approximately £4.1m of government funding under the LSTF initiative. This includes details for a scheme to deliver two-way bus movements and the removal of general through traffic from Chapelfield North. The scheme will also provide access to/from the Chapelfield shopping centre for deliveries. It includes improvements to the Grapes Hill Inner Ring Road roundabout junction and changes to traffic movements through Westlegate. This provides significant bus priority benefits and journey time and journey reliability improvements for bus passengers. It is hoped that if the bid is successful, the scheme can start construction towards the end of the 2012/13 financial year. The proposals have already been approved by the Norwich Highways Agency Joint Committee.

#### Better Bus Area

This is a further bid to government for approximately £2.9m for bus related improvements which include some large bus priority capital infrastructure improvements in Norwich. The bid is also likely to include quality bus partnerships on some corridors into Norwich, traffic signal prioritisation, enhanced passenger information and bus stop improvements and enhanced ticketing and bus journey options. The bid was submitted on 24 February and a funding decision is expected by 31 March 2012.

Schemes promoted as part of these bids will be subject to further local consultation before details are taken forward through the construction phases. All details will be considered by the Norwich Highways Agency Joint Committee.

- 2.4. This is an ongoing delivery programme. Some elements of the Plan are dependent upon the delivery of the NDR and the benefits this brings in reducing traffic levels on key radial routes and on the ring roads. Some City Centre enhancements will need to be considered in the context of traffic reductions made possible by the NDR.

Delivery of the Plan is anticipated to need up to 15 years to fully implement and it is anticipated that there will be a range of funding opportunities that will become available during the period. Part of the funding plan will be the possible use of income generated by the Community Infrastructure Levy (CIL) made possible following the adoption of the Joint Core Strategy.

### **3. NDR Update**

#### **3.1. Department for Transport (DfT) Approval**

- 3.1.1. In the April 2010 Cabinet report, details were provided that set out the approval of the Major Scheme Business Case for the NDR by the Department for Transport (DfT). The report also set out the funding requirements for the project and the need for the County Council to underwrite £39.7m towards the cost of the project. Since



that time, the change of government and the subsequent Spending Review resulted in a need to slow down project delivery and respond to the new requirements set out by government – called the ‘Development Pool’ bidding process.

- 3.1.2. The original funding for 2010/11 was set out at £3.2m, however this was significantly reduced as a result of the spending review to £1.6m part way through that year. A funding allocation of £750k, from Growth Point funds, was agreed for the 2011/12 financial year to complete the DfT bidding process for the NDR and Postwick Hub.
- 3.1.3. This bid was submitted in September 2011 and DfT confirmed in December 2011 that the bid was successful and that Programme Entry status was re-confirmed. DfT have provided a funding allocation of £86.5m, which includes £19m towards the delivery of the Postwick Hub junction. The DfT project assessment is published on their website. It includes a number of positive statements in relation to the project, which still retains a cost benefit ratio of 5.4, representing very high value for money.
- 3.1.4. In their confirmation letter, DfT have set out a requirement for NCC to commit to ‘a funded and programmed package of sustainable transport in the city centre, on the basis of the Norwich Area Transportation Strategy’. This commitment is necessary prior to Full Approval of the project. NCC has an extremely good track record of delivering the NATS Implementation Plan and such a commitment has already been made since the adoption of the Plan (as set out earlier in this report).
- 3.1.5. Discussions have already been held with DfT to establish their requirements in relation to the sustainable transport commitment. This has established a need to develop and publish a tracker that shows the extent of work already completed as part of NATS and what else is planned, when and how it will be funded. This is currently being developed and will be regularly updated.
- 3.1.6. The funding to deliver the NDR and Postwick was set out in the Development Pool bid document. An extract of that profile is included at Appendix A. This sets out that funding of £1.481m for the NDR for the forthcoming year will be necessary. Funding for Postwick Hub will be further balanced through Growth Point funds until the Public Inquiry process is completed and full funding from DfT can be drawn down (see section 4 below).

## 3.2. **A140 to A1067**

- 3.2.1. The next stage for the NDR is the submission of the planning application. This is programmed for the Autumn 2012. A key decision in taking this forward is the extent of the scheme being promoted. The County Council has made a commitment to deliver the NDR to the A1067 and this is also the scheme set out in the Joint Core Strategy. Our analysis indicates that the benefits of this scheme are greater than those of the scheme that stops at the A140.
- 3.2.2. The A140 NDR scheme is the limit to which government funding will be provided. This was as set out in the original Programme Entry for the Scheme (confirmed in 2010) and also as part of the Development Pool process (and was therefore the scheme that DfT asked the County Council to submit).
- 3.2.3. Cabinet can decide which scheme should be taken forward to planning. It is clear that the A1067 NDR is consistent with the JCS and also provides greater economic

benefits. However, in order to keep the costs of the section from the A140 to the A1067 within reasonable limits of the overall budget it would be necessary to consider this section as a single carriageway, rather than dual, as originally proposed. The decision to change to a single carriageway would also enable the delivery of an at-grade junction at the A140 – something that DfT also requested that the County Council investigated as part of its funding bid. A dual carriageway would most likely require a grade separated junction (as previously proposed) due to the additional traffic demand and the necessary structures for this make it significantly more expensive.

3.2.4. In addition, the section of the A140 to the A1067 has some of the more significant environmental mitigation requirements, particularly for bats. The dual carriageway scheme would require more substantial bat bridges whereas a single carriageway could possibly adopt less expensive alternatives.

3.2.5. In view of the details in section 3.2.1 & 3.2.4, Members need to decide:

- Should the NDR planning application be for Postwick to the A140 or Postwick to the A1067
- Should the section from the A140 to the A1067 be single carriageway or dual carriageway

Depending on this decision, further work will need to be completed to assess whether the A140 junction could be promoted as an at-grade roundabout design with a dual carriageway from the A1067, which takes account of the cost reduction exercise required by DfT for this junction.

3.2.6. There is scope to stage the delivery of the NDR. The A140 to A1067 section could be delivered at a later date following completion of the NDR to the A140. However, the immediate benefits of the section to the A1067 would not be realised and the costs of a later scheme would be higher as it would require a further contract stage and would need to allow for additional mobilisation costs for the works. It would also lose the economies of scale effect that is gained from delivering the scheme as one. It is therefore recommended, subject to establishment of funding, that the scheme is taken forward as one to the A1067.

3.2.7. The costs of delivering a scheme to the A1067 are estimated to be £30m for a single carriageway and £40m for a dual carriageway and are in addition to the costs set out in Appendix A (which is only for the DfT scheme to the A140). Significant efforts have been made to constrain the costs, however the delays to the project have created inflationary impacts.

### 3.3. **Funding**

3.3.1. The County Council has previously underwritten £39.7m towards the NDR (agreed by Cabinet in April 2010). The Greater Norwich Development Partnership (GNDP) has agreed in principle a commitment to provide up to £40m towards the cost of the NDR and related measures, as priority 1 key infrastructure projects essential to delivering the objectives set out in the JCS.

3.3.2. A new delivery funding profile for the scheme to the A1067 is shown at Appendix B. It includes the early estimates for the additional cost of the A1067 project and an

indication of the funding that the County Council will need to underwrite. The two tables provided set out a total cost to deliver the project to the A1067, one assuming a dual carriageway to the A1067, the other a single carriageway. Detailed cost information for the section from the A140 to A1067 is still to be finalised. The tables indicate the cost to deliver the scheme from April 2012 to construction completion.

- 3.3.3. The figures provided also assume that the A1067 scheme is delivered as part of the A140 project. This minimises the overall construction costs, however there is potential to delay the delivery of the section to the A1067, but this would increase the total project costs. Additional works mobilisation, loss of economies of scale and balance of materials usage, purchasing power, and possibly re-procurement would add to delivery costs. There would also be an additional inflation impact which would depend on the period between delivering the A140 project and completing the A1067 section.
- 3.3.4. As set out in Appendix B, it is anticipated that the cost of a dual carriageway scheme from the A140 to the A1067 will require approximately an additional £10m of investment compared with a single carriageway scheme. This is due to the additional carriageway and earthworks construction, but also due to the more significant environmental mitigation measures that are necessary for a dual carriageway option between the A140 and A1067, and the potential additional cost of a grade separated A140 junction. There is a risk that further work on these elements will increase the overall project costs. In addition, Members should be aware that the NDR to the A140 will cost some £101m from now of which the County Council needs to underwrite approximately £13m, but the full cost of the A140 to A1067 section will be borne by the County Council.

### 3.4. **Delivery Timescales**

- 3.4.1. Assuming the recommendations set out in this report are taken forward, the programme for delivering the NDR is set out below:

<b>Milestone</b>	<b>Expected Completion Date</b>
<b>NDR</b>	
Approval of BAFB from DfT	December 2011
Submit Planning Application	Late 2012
Determination of Planning Application	Spring 2013
Statutory Orders published	Spring 2013
Public Inquiry Starts	Late Summer 2013
Agree Target Cost	Autumn 2013
Confirmation of Orders	Spring 2014
Submit Full Approval application to DfT	Summer 2014
Site Clearance Works/Mobilisation Start	Autumn/Winter 2014
Work Starts on Site	Spring 2015
Work Completed	Spring 2017
Opening / commencement of operations	Spring 2017

- 3.4.2. Prior to the planning application submission, set out in the table above, there is a need to complete a planning pre-consultation exercise. A communications plan has

been developed to support this process and a series of exhibitions are planned in April and May 2012. These are:

19 Apr 12	Rackheath	12:00-19:30	Holy Trinity Church Hall
23 Apr 12	Taverham	12:30-19:00	Taverham Village Hall
26 Apr 12	Sprowston	12:00-19:30	Parish Council Offices
30 Apr 12	Horsford	12:00-19:30	Horsford Village Hall
02 May 12	Spixworth	12:30-19:00	Spixworth Village Hall
04 May 12	Postwick	12:00-19:30	Postwick Village Hall
08 May 12	Great Plumstead	12:00-19:30	Gt Plumstead Village Hall
11 May 12	Horsham st Faith	12:00-19:30	St Faith's Centre

#### 4. **Postwick Hub Update**

- 4.1. In the April 2010 report to Cabinet, the planning consent for Postwick Hub had been granted and a decision whether or not a public inquiry into the Side Roads Orders (SROs) was still awaited. The scheme has moved forward since that time as set out below.
- 4.2. The planning consent was the subject of a legal challenge. This was largely focussed on procedural issues relating to the planning process and the way information was presented to the Planning Committee. A decision was taken to accept the legal challenge and request the courts quash the planning consent, such that an updated application could be re-presented to the Planning Committee.
- 4.3. This happened in August 2011 and planning permission was granted again in October 2011 (following completion of signing the necessary land and Section 106 agreements). A further legal challenge period of 3 months has since elapsed and no challenges have been received and therefore the planning consent is now confirmed.
- 4.4. It is worth also noting that the planning consent decision was also referred to the Secretary of State (SoS) to determine whether the planning permission should be the subject of a public inquiry. The SoS determined that an inquiry was not required.
- 4.5. In addition to the updated application for the Broadland Gate/Postwick Hub scheme, an application was also submitted for the Brook Farm development. This includes the extension of the existing Broadland Business Park and a new housing development of 600 properties just north of the business park.
- 4.6. Planning consent has also been granted for the Postwick Park and Ride extension. As part of the DfT Development Pool bid process however, a decision has been taken to deliver the access road element of the Park and Ride (P&R) site as part of the construction of the Postwick Hub junction improvement and defer the delivery of the additional parking spaces until approximately 2015 (depending on demand for additional spaces at the site). This rationale was set out in the bid and accepted by DfT as part of that process. It provides sufficient flexibility to deliver the P&R extension to meet demand.

- 4.7. A decision regarding the need for a public inquiry into the SROs was also taken by the Secretary of State (SoS). In making this decision the SoS determined that even though there were no statutory objectors, the number of non-statutory objections were sufficient for the SoS to decide that a public inquiry should be held.
- 4.8. As part of the spending review announcement, initially Government confirmed that no new public inquiries would be instructed. This position has since changed and now that the funding of the project has been re-confirmed, following the DfT Development Pool announcement, the public inquiry process has now commenced.
- 4.9. The County Council is working with the Highways Agency (HA) to progress the inquiry. The HA are leading this process as the SROs have been published by them because the junction is linked to their network (ie the A47 southern bypass). Due to the delays in moving forward with the public inquiry, a further round of publishing the orders (ahead of the inquiry process) is reasonable to ensure objectors have the opportunity to maintain or withdraw their objection and to ensure they have sufficient time to prepare for the inquiry. This re-advertising/posting of the notices process will be completed by the end of March 2012.
- 4.10. The timescales for the delivery of the Postwick Hub project are set out below:

<b>Milestone</b>	<b>Expected Completion Date</b>
<b><u>Postwick Hub</u></b>	
Statutory Orders (Side Roads Orders) published	Autumn 2009
Planning Approval (reconfirmed)	October 2011
Approval of BAFB from DfT	December 2011
Re-advertise Side Roads Orders	February 2012
Public Inquiry Starts	Summer 2012
Agree works Target Cost	Summer 2012
Submit Full Approval application to DfT	Late Summer 2012
Confirmation of Side Road Orders	Autumn 2012
Work Starts on Site	Late 2012
Opening / commencement of operations	Spring 2014

- 4.11. Funding the Postwick Hub junction works will be via a £19m allocation from DfT – set out in their funding approval following the Development Pool announcement. This however cannot be drawn down until the public inquiry process has been completed. Prior to this, funding towards the P&R extension works (ie delivery of the new access) from Growth Point will be utilised to support the project delivery through public inquiry. This therefore means that the County Council will not be required to find funding towards Postwick Hub during 2012/13.

## 5. **Joint Core Strategy (JCS) Legal Challenge**

- 5.1. The JCS completed its examination in public late in 2010 and was adopted by the Local Planning Authorities (Norwich City Council, Broadland District Council and South Norfolk District Council) in March 2011. Since its adoption, a legal challenge was submitted and this has been heard at the High Court (in December 2011).
- 5.2. The Judgement following the High Court has dismissed the challenge in relation to the NDR, but it does uphold the challenge regarding the JCS Sustainability Appraisal (SA) and the assessment of the 'growth triangle', in particular the assessment and presentation of housing allocation options..

- 5.3. The implications of this are that the JCS team must agreed with the Judge what action is required. This will potentially be agreed by the Judge at a further hearing on Wednesday 29<sup>th</sup> February and these details will be verbally presented to Panel.

## 6. **Resource Implications**

- 6.1. **Finance** : The financial details for the project are set out in the main text of the report above. The profile to deliver the project from 2012 to 2018 is shown at Appendix B. This shows the cost to take the project forwards from this point, with a total value of £131.5m to deliver Postwick Hub junction and the rest of the NDR to the A1067 with a single carriageway to the west of the A140, or £141.5m for a dual carriageway. The funding is comprised of £86.5m from DfT, £1.67m of Growth Point funding and a balance of £43.33m (single A1067 section), or £53.33m (dual A1067 section) which will be covered by the NCC underwritten funding, supported by a commitment in principle by the GNPD to provide up to £40m of funding towards the NDR and related measures, as priority 1 key infrastructure projects in the Joint Core Strategy.
- 6.2. **Staff** : Staffing levels for the NDR project were significantly reduced as part of the Spending Review process. Following confirmation of funding from DfT a team capable of delivering the NDR is being developed with the necessary support provided by partners Mott MacDonald. It is anticipated that this team will be in place during March to enable the projects to be delivered to meet the programme set out in this report.
- 6.3. **Property** : Land acquisition for the NDR and Postwick Hub has continued. This is supported where necessary by CPO (for the NDR). Postwick Hub land has been agreed. These costs are included in the overall project costs.
- 6.4. **IT** : Additional PC's are required to support the NDR team. This has been organised and does not require the purchase of additional equipment as it is being drawn from storage.

## 7. **Other Implications**

- 7.1. **Legal Implications** : NP Law have been engaged as part of the project team to support and manager the specialist legal advisors also appointed.
- 7.2. **Human Rights** : None
- 7.3. **Equality Impact Assessment (EqIA)** : An EqIA has been completed for the NATS Implementation Plan and includes the NDR and Postwick Hub.
- 7.4. **Communications** : A communications plan has been developed that includes Member briefings (already completed), briefings with affected Parish Councils and a series of Exhibitions in late April/early May that form part of the pre-planning consultation for the NDR. The plan identifies key stakeholders and mechanisms for making/maintaining communication and will continue to evolve and adapt as the project progresses.
- 7.5. **Health and safety implications** : Nothing at this stage, however detailed Health and Safety plans are being developed under the Construction, Design and Management Regulations that apply to all construction projects. A Health and Safety Executive (HSE) project notification has been issued for Postwick Hub and the NDR.

- 7.6. **Any other implications** : Officers have considered all the implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to take into account.
8. **Section 17 – Crime and Disorder Act**
- 8.1. Requirements of the Act as it relates to the design and operation of the NDR and other NATS schemes will continue to be taken into account in the development of the project.
9. **Risk Implications/Assessment**
- 9.1. In the context of the NATS implementation plan, key risks associated with the NDR and other NATS schemes are around funding (for NATS IP projects) and planning and other statutory processes for the NDR and Postwick Hub. The scale and complexity of the project means that there are significant risks around cost and timescale, which are being closely managed through active project management and ongoing engagement with the GNPD, government bodies and specialist advisors.
10. **Alternative Options**
- 10.1. Alternatives to the NDR have been examined through the Major Scheme Business Case process and further examination by DfT as part of the Development Pool bidding process. The Postwick Hub has been developed following examination of numerous alternatives and the current proposal is the only one that meets HA design standards, has planning approval and resolves the significant site constraints.

## **Recommendation / Action Required**

- (i) Members are requested to:
  - Comment on the delivery of NATS Implementation Plan.
  - Recommend to Cabinet submitting a planning application for the NDR to the A1067.
  - Recommend to Cabinet whether to continue to progress a dual carriageway NDR between the A140 and A1067 as part of the planning submission, or consider a single carriageway option.
  - Recommend to Cabinet delivering construction of the NDR as a single project to A1067, or consider a staged delivery (ie to the A140 first, then to the A1067 at a later date).
  - Recommend to Cabinet the forward funding profile as provided in the DfT bid for the A140 NDR project (Appendix A) and for the A1067 NDR (Appendix B).
  - Recommend to Cabinet to continue to underwrite the NDR (value depending on dual or single option between A140 and A1067), but taking note of the GNPD in principle funding of up to £40m towards the NDR and related measures.

## **Background Papers**

County Council Cabinet report dated 6 April 2010.

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## **Appendix A**

Project costs as defined following completion of DfT Development Pool bid process.  
Note that figures below relate to NDR scheme to A140 only (as required by DfT).

£m	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	Total
LA contribution	1.481	1.982	1.069	3.584	2.988	2.251		13.355
Third Party contribution - Growth Point	1.665							1.665
CIF funding allocation (Postwick Hub)	10.000	9.000						19.000
DfT funding allocation			9.442	31.655	26.393			67.490
TOTAL	13.146	10.982	10.511	35.239	29.381	2.251		101.510

## **Appendix B**

### **Project Delivery - Financial profile for Single Carriageway (A140 to A1067)**

	Financial Year							
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
<b>Capital Spend Profile with identified funding sources shown below</b>								
DfT			9.44	31.67	26.39			67.50
Postwick Hub CIF Funding	10.00	9.00						19.00
Growth Point Funding	1.67							1.67
NCC (LA Contribution) – Supported by GNDP funding up to £40m	1.48	2.02	9.10	9.50	13.50	7.73		43.33
<b>TOTAL</b>	<b>13.15</b>	<b>11.02</b>	<b>18.54</b>	<b>41.17</b>	<b>39.89</b>	<b>7.74</b>		<b>131.50</b>

### **Project Delivery - Financial profile for Dual Carriageway (A140 to A1067)**

	Financial Year							
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
<b>Capital Spend Profile with identified funding sources shown below</b>								

DfT			9.44	31.67	26.39			67.50
Postwick Hub CIF Funding	10.00	9.00						19.00
Growth Point Funding	1.67							1.67
NCC (LA Contribution) – Supported by GNDP funding up to £40m	1.48	2.02	9.10	9.50	17.50	13.73		53.33
<b>TOTAL</b>	<b>13.15</b>	<b>11.02</b>	<b>18.54</b>	<b>41.17</b>	<b>43.89</b>	<b>13.73</b>		<b>141.50</b>

## **Operational Network Management Plan**

Report by the Director of Environment, Transport and Development

### **Summary**

The Traffic Management Act 2004 (TMA) introduced duties on Highway Authorities to ensure the expeditious movement of traffic on its road network and networks of surrounding authorities, and to coordinate works on the highway.

This report sets out the scope and nature of the Operational Network Management Plan (ONMP) which describes how the County Council manages Norfolk's road network in compliance with the statutory network management duty set out in the TMA and other legislation (such as New Roads and Street Works Act 1991).

The ONMP sits alongside the Transport Asset Management Plan and the Road Casualty Reduction Plan to describe the operational arrangement to manage and maintain the highway network.

The ONMP has been prepared to describe what the County Council does to help the safe and efficient use of the highway network. The network is described in terms of the travel demand placed upon it and future challenges which are likely to increase the need for it to be well managed.

Network management has been characterised by three aims: Availability, Efficiency and Leadership. Each aim describes a different aspect of work the County Council and other organisations do that result in a well managed network. Areas for priority have also been identified, which indicates how each aim could be developed upon going forward.

This is the first ONMP the County Council has developed. It is proposed that a range of performance measures be identified and developed for each aim during 2012/2013, which can be reported and included in future annual updates of the ONMP.

The ONMP will be supported by a 'Norfolk Network Management Manual' (NNMM) which is intended to provide more operational detail and specific information about network management activities and best practice.

This report provides the Panel with the opportunity to discuss issues and implications and provide feedback to officers.

### **Action Required**

Members are invited to:

- |     |   |
|-----|---|
| (i) | comment on the draft Operational Network Management Plan (Appendix A) |
|-----|---|

## 1. **Background**

- 1.1. The Traffic Management Act 2004 (TMA) introduced duties on Highway Authorities to ensure the expeditious movement of traffic on its road network and networks of surrounding authorities, and to coordinate works on the highway.
- 1.2. Obligations and legal duties in managing and maintaining the highway network are carried out by the County Council's 'Highways' Service with support from others both within the County Council and also many external partners and community groups. The work is centred on three basic principles:
  1. Asset Management – This involves maintaining the physical infrastructure that already exists (set out in the Transport Asset Management Plan).
  2. Safety Improvement – This involves improving safety for people who are using the highways (set out in the Road Casualty Reduction Annual Business Plan)
  3. Network Management – This deals with the co-ordination and management of the competing demands of users of the existing highway network and planning for the future.
- 1.3 There is no legal requirement to produce a Network Management Plan, however, since the introduction of the TMA, Network Management Plans have been adopted by almost all authorities and a recent review of the TMA identified their existence as good practice.

## 2. **Operational Network Management Plan (ONMP)**

- 2.1 Information was collected from people involved in Network Management and this was compiled to describe what the County Council does as a whole. The resulting ONMP sets out what the County Council does to discharge its responsibilities and is characterised by three aims: Availability, Efficiency and Leadership. The aims provide a link between Network Management, the Core role of the County Council and Local Transport Plan 3: Connecting Norfolk. The ONMP also considers future challenges and begins to address these with its Areas for Priority which set out how each aim could be developed in the future.

Activities that contribute to Network Management include:

### **Gathering Intelligence**

- Obtaining highway network data, monitoring traffic and conducting surveys
- Extracting information from Intelligent Transport Systems (traffic signals)
- Regular contact with public transport operators and freight representatives to understand operational issues
- Contact with stakeholders to understand local issues
- Keeping highway records
- General and specific monitoring & performance reporting
- Accident investigation and liaison with the police

### **Change Impact Awareness**

Assessing development proposals and land use change  
Formal safety audits and informal assessments (advice)  
Investigation of transport impacts and effectiveness of proposals, including scheme options appraisal  
Operational and strategic assessments or reviews and risk analysis  
Traffic modelling to aid decision making  
Assisting local highways engineers in responding to local issues  
Updating traffic signals & testing performance improvements

### **Street works co-ordination and road space management**

Co-ordinating street works to reduce temporary disruption  
Temporary traffic management and event plans  
Co-ordinating works programmes of external organisations and the County Councils' own highways forward capital programme for collaboration  
Monitoring & inspecting road works and applying fixed penalty notices  
Development of Permits Scheme  
Regulations and approvals for temporary and permanent changes such as stopping up or traffic regulation orders  
Speed Management and enforcement in liaison with Norfolk Police  
Civil Parking Enforcement

## **3. Network Management Aims and Areas for Priority 2012-2015**

Each aim describes an aspect of Network Management as it is currently delivered; examples are included below. 'Areas for priority' under each aim list potential ways of developing Network Management going forward.

- 3.1. The first aim, Availability, recognises the need to keep the highway network 'available' for as much of the time as possible, for different demands and the importance of communicating 'network availability', in an accurate and timely manner to the people or organisations using the network, is emphasised.

An example would be how the County Council co-ordinates proposed street works to minimise their impact. This could mean time restrictions being placed on traffic sensitive routes and different companies being encouraged to share trenches. At the same time the local bus operators and businesses are consulted to agree a time of works (for non-emergencies) which is most suitable and the travelling public are notified well in advance, with regular updates.

The following opportunities to develop the aim have been identified as areas for priority 2012-2015,

- Develop a range of new powers to more strictly control utility works including introduction of a Traffic Management Permit Scheme.
- More general increase or improvement to public facing information.
- Consider increased use of facilities in Elgin to improve coordination and information provided to stakeholders (Elgin is a web based road works information service available at [www.elgin.gov.uk](http://www.elgin.gov.uk) showing road works on a map background).
- Seek to influence any operation that may affect the highway network particularly

at peak travel times, for example, refuse collection, deliveries.

- 3.2. The second aim, Efficiency, focuses on how the County Council plans to minimise disruption on the network for those travelling on it. Improvements to travel time reliability and minimisation of congestion are the desired outcomes of this aim.

An example would be how the County Council uses Intelligent Transport Systems to continuously assess signal control junctions, giving higher priority to strategically important routes in order to minimise congestion.

The following opportunities to develop the aim have been identified as areas for priority 2012-2015,

- Identify ways to improve highway network intelligence including better understanding of journey time reliability and congestion on the road network. Establish the baseline condition for highway network performance and increase community engagement around network issues.
- Identify existing or future resilience issues and ways of adapting or dealing with them, for example, impacts of seasonal congestion on North Norfolk coastal areas.
- Prepare, in liaison with emergency services, specific incident management plans that cater for the specific characteristics of particular parts of the local road network.
- Collaborate with Travel and Transport Services team on public transport initiatives such as improving bus journey time reliability and punctuality.
- Identify areas suitable for changes to on-street parking arrangements, including the potential for introduction of Pay and Display charging, in order to improve accessibility and help sustain local economies.

- 3.3. The third aim, Leadership, describes the role of influencing others and providing evidence for decisions that may affect changes to the network or travel demand.

An example would be how the County Council provides comprehensive analysis of the potential impact of proposed development and possible measures of mitigation to Local Planning Authority (district and borough County Councils) within the planning process.

The following opportunities to develop the aim have been identified as areas for priority 2012-2015,

- Develop understanding of highway network resilience and consider local impacts including potential effects on availability and efficiency. For example, improving knowledge of how climate change could affect highway network users in the future.
- Identify and raise awareness of locations with emerging congestion problems and the opportunities to fund mitigation measures.
- Promote network management activities and provide information about it on the County Council website and other media outlets.
- Review freight movements in the County and provide information and guidance to others regarding these.

- 3.4 The ONMP describes demand that the road network experiences and how that is currently managed according to these three aims. It is intended that a Norfolk Network Management Manual (NNMM) will be made available and contain more detail to provide guidance to those involved in network management including examples of good practice.
4. **Resource Implications**
- 4.1. **Finance:** The ONMP will be managed within existing resources.
- 4.2. **Staff:** The ONMP will be managed within existing resources.
- 4.3 **Property:** The ONMP will be managed within existing resources.
- 4.4 **IT:** The ONMP will be managed within existing resources.
- 5.0 **Other Implications**
- 5.1 **Legal Implications :** If the appropriate national authority (Secretary of State) is satisfied that a local traffic authority are failing properly to perform any of their duties (Network Management) it may intervene and appoint a 'traffic director' who could issue directions to the local traffic authority to improve its performance.
- 5.2 **Human Rights:** The ONMP will introduce nothing with implications for human rights.
- 5.3 **Equality Impact Assessment (EqIA):** The Operational Network Management Plan recognises this through the first priority aim of 'Availability' which recognises the need to keep the highway network available for as much time as possible to and communicate this in an effective and timely manner.
- 5.4 **Communications:** The ONMP will introduce nothing with implications for communications.
- 5.5 **Health and safety implications:** The ONMP will introduce nothing with implications for health & safety.
- 5.6 **Any other implications:** Officers have considered all the implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to take into account.
- 6.0 **Section 17 – Crime and Disorder Act**
- 6.1 None.

## **Action Required**

- Members are invited to:
- (i) comment on the draft Operational Network Management Plan (Appendix A)



## Background Papers

Safe convenient journeys: The Operational Network Management Plan for Norfolk

## Officer Contact

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

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Safe convenient  
journeys:  
The Operational  
Network  
Management Plan for  
Norfolk

## Contents

Number	Title
	Introduction
1	Primary Objective
2	Aims – In support of primary objective
3	Primary Functions
4	Network Demand
5	The Highway Network
6	Norfolk's Aims In Network Management

## Introduction

The Assistant Director (Highways) is the 'Traffic Manager' for Norfolk. Norfolk County Council works with other local authorities, public and private organisations to deliver an efficient and safe highways service. Obligations and legal duties in managing and maintaining the highway network are carried out by the County Council's 'Highways' group with support from others. The work is centred on three basic principles:

1. Asset Management – This involves maintaining the physical infrastructure that already exists.

The County Council sets out how it achieves this in its 'Transport Asset Management Plan' (TAMP).

2. Safety Improvement – This involves improving safety for people who are using the highways.

The County Council sets out how it achieves this in its 'Road Casualty Reduction Group Annual Business Plan'.

3. Network Management – This deals with the co-ordination and management of the competing demands of users of the existing highway network and planning for the future.

This Operational Network Management Plan (ONMP) explains what we do now and plan to do in the future.

This document is supported by a Norfolk Network Management Manual (NNMM) which will go into more detail regarding specific activities and provides examples of best practice (for instance, differences in the way road works are managed across the county according to local conditions or guidance for agreeing diversion routes). The NNMM is intended for use as a reference document by those involved in Network Management.

The ONMP and NNMM are aligned with the County Council Plan and Local Transport Plan 3: Connecting Norfolk, covering the challenges facing service provision now and forecasted for the future.

## 1. Primary Objective

The Traffic Management Act 2004 places a duty on the County Council to:

“manage [its] road network with a view to achieving, so far as may be reasonably practicable having regard to their other obligations, policies and objectives, the following objectives:

- (a) securing the expeditious movement of traffic on the authority’s road network; and,
- (b) facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority.”

Compliance with the ‘Network Management Duty’ described above also contributes to the following local objectives.

### Core role & Local Transport Plan 3

Agreed in partnership with local people and organisations in Norfolk, the ‘County Council Plan 2011-2014’ sets out the following core role:

“To support, develop and maintain the infrastructure that helps our economy”

Three service objectives within the Highways group contribute to its delivery:

- 1. Manage, maintain and improve Norfolk's transport infrastructure to support sustainable economic growth.
- 2. Improve journey reliability.
- 3. Improve highway safety.

‘Local Transport Plan 3: Connecting Norfolk’ sets out a strategy and policy framework for transport up to 2026, the overarching vision is to achieve:

“A transport system that allows residents and visitors a range of low carbon options to meet their transport needs and attracts and retains business investment in the county.”

Six strategic aims underpin this,

- 1. Maintaining and managing the highway network
- 2. Delivering sustainable growth
- 3. Enhancing strategic connections
- 4. Reducing emissions
- 5. Improving road safety
- 6. Improving accessibility

## 2. Aims - In support of the primary objective

Network Management Aims provide a link between work carried out by different areas of the County Council, the Core Role & Service Objectives (contained in the County Council Plan 2011-2014) and Local Transport Plan 3: Connecting Norfolk.

Aim 1: **Availability** – Keep the highway network available as much of the time as possible, communicating this in an accurate and timely manner.

Aim 2: **Efficiency** - Plan to minimise disruption on the network for the travelling public, businesses and communities by improvements to travel time reliability and minimising congestion.

Aim 3: **Leadership** – Influencing others and providing evidence for decision making processes of the effects of travel demand changes and growth.

Section five of this document describes each aim in greater detail and how the County Council seeks to achieve them.

## 3. Primary Functions

Primary functions describe different areas of work which contribute to all three aims and result in a well managed highway network.

### Gathering Intelligence

- Traffic monitoring and surveys obtaining data about network use
- Extracting data from Intelligent Transport Systems
- Regular contact with public transport operators and freight representatives to understand operational issues
- Contact with stakeholders to understand local issues (elected members/parish councils/ highway engineers etc)
- Keeping highway records
- General and specific monitoring & performance reporting
- Accident investigation and liaison with the police

### Change Impact Awareness

- Assessing development proposals and land use change
- Formal safety audits and informal assessments (advice)
- Investigation of transport impacts and effectiveness of proposals, including scheme options appraisal
- Operational and strategic assessments or reviews, including network resilience to environmental change and risk analysis
- Traffic modelling to aid decision making
- Assisting local highways engineers in responding to local issues
- Updating traffic signals & testing performance improvements

### Street works co-ordination and road space management

- Co-ordinating street works to reduce temporary disruption
- Temporary traffic management and event plans
- Co-ordinating works programmes of external organisations and the County Councils' own highways forward capital programme for collaboration

Monitoring & inspecting road works and applying fixed penalty notices  
Development of Permits Scheme  
Regulations and approvals for temporary and permanent changes such as  
stopping up or traffic regulation orders  
Speed Management and enforcement in liaison with Norfolk Police  
Civil Parking Enforcement

#### **4. Network Demand**

Norfolk is a large rural county with a total area of 550,000 hectares. A population of 860,000 leaves it with the sixth lowest population density in England at 1.6 persons per hectare.

About a quarter of residents live in the greater Norwich area, with a further 16% living in the next largest towns, Great Yarmouth, King's Lynn and Thetford. There are another 22 market towns or other significant settlements where 158,000 (19%) of people live. This leaves two-fifths of the Norfolk population living in smaller villages, hamlets or more isolated settlements.

As the Norfolk population is widely dispersed and significantly rural many people are obliged to travel long distances as part of their daily lives.

#### **Reasons to travel**

We have identified six main reasons that people travel in Norfolk which are:

- Commuting
- Business
- Education
- Shopping
- Friends & Family
- Tourism & Leisure

The amount and timing of travel is often determined by the purpose of the journey.

Most local employment is in the major urban areas and market towns around which seven Travel to Work Areas (TTWAs) were identified in the 2001 census. However Norfolk also has specific travel generators that are located in rural areas. TTWAs represent the travel area for 75% of the local journeys to work; this provides a useful basis for analysing travel patterns.

Workers largely commute into work between 7:30am and 9:30 am (AM peak) and back home between 4:00pm and 6:30pm (PM peak). Retail trips can occur as add-ons to the commute generally extending the peak period and educational trips (i.e. the school run) can have a significant traffic impact on the network or local communities. Other types of shopping, e.g. for clothes, DIY products and other items, leads many of the County's urban areas to experience weekend peak demand at similar levels to the weekday AM/PM peaks.

Alternatively, visits to friends and family tend to occur away from weekday peaks, in the evening or at weekends. The only times when this type of travel demand is likely to be noticeable is on public holidays and other significant dates in the calendar.

Business related journeys are varied in nature and scale, from small service vehicles to major deployment of agricultural vehicles. Agricultural and Heavy Goods Vehicles (HGVs) are probably the most visible vehicles which represent business travel demand.

Due to its rural nature, harvest time in Norfolk results in increased volumes of traffic between fields and processing plants, factories and farms. Particularly apparent is the sugar beet harvest which lasts several months, serving Cantley and Wissington sugar beet factories in Norfolk and Bury St Edmunds in Suffolk.

Tourism is a major economic engine in Norfolk. East of England Tourism estimates that in 2009 there were over four million staying visitors in Norfolk, with 26,734,000 visiting for a day.

Most of these arrive in the summer. The most attractive locations may be places which do not have much traffic at other times of the year, such as the North Norfolk Coast. This leads to some routes being congested in the summer with free flowing clear roads at other times. Although largely seasonal, tourism is of major importance to the county's economy as a result the County Council plans to minimise disruption in tourist areas in summer months.

### **Time and Seasonality**

Dependent on the time of day, day of the week, week of the year and location in the County, the traffic encountered will be a mixture of the above categories. There are areas of Norfolk where traffic levels and types are predictable for certain times/days/weeks and locations, allowing you to reasonably expect certain forms of traffic and plan your journey accordingly. It is also possible for us to make arrangements to deal with the side effects.

Known dependencies include:

#### **- Peak traffic AM/PM**

The effects of this are felt more in the following places (combinations of these conditions will increase the potential for encountering this effect):

- Towns and urban areas
- The 'strategic route network' and roads which carry the largest volumes of traffic and the greatest numbers of HGVs.
- Roads that provide access from residential areas onto the 'strategic network' or access from it to destinations (employment centres or places of study).
- Parts of the network which are 'bottlenecks' and restrict access to housing, employment and schools.

#### **- Summer season 'tourist traffic' –**

- Parts of the 'strategic route network' which linkup the surrounding counties with the Coastal areas
- Roads which link up different tourist locations, particularly the Brecks, the Norfolk Broads and coastal roads in North Norfolk.

- Christmas shopping traffic –

- Certain shopping destinations, particularly in well developed urban locations, retail parks and popular market towns

## **Non-travel demand**

### **Utilities**

The highway network acts as a conduit for infrastructure. Located underneath roads and footpaths is a network of pipes and cables which supply homes and businesses with water, electricity, gas etc. Utility companies have a right to install this apparatus and a duty to maintain it, which requires working in the highway. Impact of road works is assessed by the County Council and solutions (including temporary traffic management, closures and diversions) are agreed to minimise the impact of the works.

### **Events and other activities**

The County Council is committed to supporting people and organisations in holding events on and off the highway. Potential impacts are considered and solutions agreed to enable the events to take place safely. As well as formal events, parts of the highway are also used largely for purposes other than through movements. For example, many market places and church plains in towns and urban areas are used for leisure activities like meeting friends or to have a rest.

## **Understanding demand - Traffic surveys and monitoring**

The County Council undertakes traffic classified movement and turning counts to monitor traffic demand. While detailed information is collected at certain locations to inform specific decisions, in general with such a large highway network count locations are strategically placed to provide an indication of the overall picture.

Norwich/Kings Lynn and Great Yarmouth are the three key urban areas. Traffic is counted at 'cordons' entering and leaving, recording how many movements of individual traffic occur every year. Norwich has roughly 200,000 movements per year crossing the cordon (both ways) whilst Kings Lynn and Great Yarmouth have a third of that (around 70,000 movements per year each). Since 2004, Norwich has experienced a decline in traffic crossing its cordon of between 0.9% and 1% every year, Great Yarmouth cordon shows an average growth rate of 0.1% per annum since 2002 and Kings Lynn cordon flows have fallen by 4.6% since 2003.

## **Demand Management – Smarter Choices & travel planning**

Smarter Choices refers to a range of methods the County Council uses to reduce the negative impact of travel, this includes actively encouraging sustainable modes of travel reducing the need to travel by car and encouraging safer and healthier lifestyles.

The County Council influences behaviour to get more people walking, cycling and using public transport. This is achieved by supporting schools and workplaces to develop travel plans and delivering travel awareness campaigns in partnership with other local organisations.



## **Alternatives to Travel**

The Department for Transport (DfT) has identified measures that reduce or remove the need for travel which include encouragement of home and remote working, flexible working hours and tele-web-or video conferencing. The County Council has recently secured funding from central government to improve access to better broadband internet in rural areas and is introducing extensive flexible working practices.

## **Future challenges**

Recent estimates by the DfT suggest there could be up to 4 million more cars on Britain's roads by 2050. This would suggest that with this increase, the role of Network Management in both planning and managing will also increase. This has to be achieved whilst reducing emissions and casualties, and protecting the built and natural environment of Norfolk.

## **5.The Highway Network**

### **As you experience it now...**

The development of physical network as it is today is governed by the County Council's Norfolk Route Hierarchy. One of the uses of the hierarchy is to influence route choice and travel behaviour, steering people onto best available routes and away from those which are less suitable.


The ability of the network to cope with increases in traffic levels can vary significantly and there are often particular sections of the network which experience peak delays. When delays occur, the temptation for traffic is to use less suitable routes or side roads (known as 'rat-running').

In order to encourage the use of the appropriate routes, investment is targeted to increase the traffic resilience of these parts of the network. Sometimes performance is improved by increasing capacity of the network, where space allows and specific issues can be addressed this way.

### **Norfolk Route Hierarchy**

Not all roads in the County are suitable for through movements, some are considered appropriate for the start or end of journeys only. The Norfolk Route Hierarchy is used to explain to the travelling public and business which roads and routes are preferred for different journey types (see table 1). The hierarchy designates roads on the basis of their function and level of use and seeks to balance demand in terms of volume of traffic and suitability of the highway environment to cope with demand.

**Table 1: A Norfolk Route Hierarchy for road users**

Road types	Desired use	Road Classification	Type of Route	Suitable for what	
Major through road	Predominantly movement focussed journeys with some exceptions in urban or built up areas	<b>Trunk A Roads</b> The 'Strategic Road Network' covers the A11, A47 and A12 in Norfolk*	<b>Primary Route Network:</b> Primary Routes form a network of recommended routes between selected places of major traffic importance, known as Primary Route Destinations**	Nationally important journeys – Carrying largest volumes of traffic, especially HGVs, at the highest speeds over the longest distances	
		<b>Non-Trunk A Roads</b>  Also called 'Principal Routes'		Regionally important, medium-length journeys – Linking two or more primary destinations or any road on the Strategic Road Network	
Secondary through road		<b>B Roads</b>	<b>Main Distributor Routes</b>	Major local roads, linking other major destinations to the Primary Route Network	
Minor feeder road	For access to/from destinations or onto higher standard routes.	<b>Access roads –</b> Signed, but with no classification numbers.	<b>HGV Access</b>	Providing essential cross-county links, radial movements around Norwich and Kings Lynn and special cases such as sugar beet traffic	
			<b>Local Access</b>	Routes connecting identified HGV movement generators	
			<b>Tourist Access</b>	Routes via which HGVs are expected to service identified villages	
Other roads and highway spaces	Providing access to individual properties for motorised vehicles, but walking, cycling, meeting and trading are prominent	<b>Not classified as part of Route Hierarchy</b>	<b>Mixed priority routes</b>	Routes connecting tourist attractions including caravan parks	
				Some roads focus attention on movement – on residential roads more mixed activities are expected – motorised vehicles and higher speeds are deterred on 'quiet lanes' - squares, market places and open spaces often prioritise walking meeting or trading	

**\*The Strategic Road Network is managed and maintained by the Highways Agency, all other roads in Norfolk are the responsibility of the Local Authority**

**\*\* Primary Route Destinations include: Kings Lynn, Downham Market, Thetford, Diss, Norwich, Great Yarmouth, Cromer, Swaffham, Beccles, Lowestoft and Wisbech**

## Directional Signing

Signing is a tool which is used to encourage and influence the use of routes which are safe and efficient. Signing is erected as an aid to movement for the travelling public and reflects the route hierarchy; it shows different route types in the following way:

### Through Routes

#### 1 Primary Route Network (including Trunk roads):

Forming part of a national network of recommended through routes. Signs have white and yellow lettering on green background.

#### 2 Non-Primary A roads and all B roads

Strategically important, ideally they should be kept available for all vehicles movement at all times. In certain locations (such as urban or market town centres) where a greater variety of functions are served, travel demand may be balanced with other priorities. The network is sometimes referred to as a 'street' rather than 'road' in these situations. Signs have black lettering on a white background.

Example of primary route sign



Example of non-primary route and local destinations sign



### Local Destinations

The lowest level roads classified in the route hierarchy (HGV, Local Access and Tourist routes) are recommended routes to local destinations from the main roads. This is shown by using the same type of signing as for 'non-primary A roads and all B roads', with black lettering on a white background.

All other routes are signed with finger post direction signs or not at all. Finger post direction signs give directions between villages and towns.

Example of finger post direction sign



### Other direction signs

This includes directions to specific locations such as tourist areas or car parks. Pedestrian, cycle and advisory lorry routes are also highlighted.

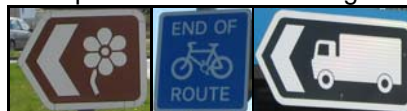
## Road Name Signs

Most road (or streets) in the County have names; these are more likely to be used by local people travelling on the network or when describing it. Road name signs are usually visible on the verge; they are provided, repaired and maintained by District and Borough Councils.

Example of road name sign



Example of other direction signs



## Sign Rationalisation

The County Council is committed when designing schemes to minimising the number of signs added to the network and to remove old, ineffective signs (including other street furniture) which are no longer needed or relevant. A principle consideration in deciding whether or not to remove a sign is whether or not it will affect safety.

## Restricting the use of the Network

The network is also managed by discouraging traffic from certain roads or behaviour. This can include use of restrictions (e.g. height restrictions, waiting or loading restrictions or speed limits) or using physical interventions (speed humps and width restrictions).

## Public footpaths, bridleways, public rights of way, cycle ways and footways

There is a range of routes offering an alternative option to travelling on the road network including bridleways, footpaths, cycle ways and footways. Facilities are provided where demand is greatest or where safety is a concern and they can form vital links between smaller communities and to/from services such as schools.

Like the road network, these routes have a width and use in relation to their role. For example, outside of schools, bus stops and busy shops wider footways are required to deal with large numbers of pedestrians.

## Public Transport & Buses

Norfolk has a wide range of bus operators. The County Council works closely with them under a 'Quality Partnership', which monitors their performance and sets goals for improving service delivery.

- National coaches operate in Norfolk connecting us with the rest of the Country.
- Local Bus operators connect urban and rural Norfolk.
- Demand Responsive Transport (DRT) is being introduced in areas where a regular bus service is not commercially viable

- Park and Ride buses operate from the outskirts of Norwich delivering people into the City centre frequently, swiftly and reliably.
- Buses and coaches also operate for the purpose of education/tourism and other private hire in the county.
- The County Council is developing infrastructure to support introduction of a Bus Rapid Transit network in the greater Norwich area and to improve services in other areas such as King's Lynn.

Local buses are tracked using a GPS system called 'BusNet' which allows their performance to be monitored and efficiency targets to be set. The County Council has a policy to improve bus journey time reliability and has ways to measure this using 'BusNet'.

### **Future Network Challenges**

Economic activity is planned to increase as Norfolk's population and number of houses grows. This is likely to result in an increase of overall travel demand and a reduction in free capacity on the existing highway network. The County Council has a role to help facilitate new sustainable developments and effective collaborative planning will be vital to ensure potential stress on the road network is identified and managed appropriately.

Each District and Borough Council in Norfolk has a Local Development Framework (LDF) consisting of several planning documents which outline the spatial planning strategy for their local areas up to 2021. This determines where future growth, and therefore travel demand, will be focused.

The County Council recognises the important role of using "Smarter choices" techniques to influence individuals to adopt more sustainable travel behaviour. This includes encouraging Travel Planning within local business and travel awareness campaigns, to reduce the impact of increased travel demand. The County Council has published a guide entitled 'Safe, Sustainable Development: Aims and Guidance notes for Local Highway Authority requirements in Development Management' which helps developers understand what will be expected.

Even with employing constraints on demand, traffic levels are likely to continue to grow.

Some parts of the network which are unsuitable for certain types of traffic or general increases will require careful management, to protect vulnerable areas or communities. In other places the network will be managed with a variety of methods, such as variable message signing, accredited traffic officers and the provision of real time travel information. There will be, though, a continuing need to improve existing highway infrastructure and building new capacity where necessary and if it can be resourced.

Priority however will be given to bottlenecks on the strategic road network and where capacity constraints are negatively impacting on public transport operation.

## 6. Norfolk's Aims in Network Management

**Aim 1: Availability - Keep the highway network available as much of the time as possible, communicating this in an accurate and timely manner.**

### 6.1 Need

The priority on the Route Hierarchy is the efficient movement of traffic. The network carries large volumes of traffic for most of the time and therefore disruption should be kept to a minimum.

Along these routes, access is also required at times for other activities such as maintenance or working to maintain or provide public utilities. Parts of the road need to be closed temporarily resulting in reductions of road space for all highway users. This requires strict control over timing and methodology. Road space restrictions require provision of alternative routes for all road users, involving use of temporary traffic management.

Some places, such as urban areas, market town or village centres, serve a variety of functions and road space needs to be made available for events that occur during the year (requiring the County Council to authorise road closures and diversion routes). Our approach will be more sympathetic in order to satisfy diverse or conflicting priorities.

### 6.2 Requirements

To make it easy for people to travel efficiently, activities that occur on the network will be planned for, co-ordinated and information about temporary changes or diversions clearly communicated to those most affected.

### 6.3 What we do

- Co-ordinate and make provisions for activities carried out in the street, including the County Councils' own road maintenance or improvement works, utility company street works or other activities such as processions, street parties and sporting events. Advise & agree temporary traffic management for activities carried out in the street at the planning stage and process Temporary & Permanent Traffic Regulation Orders.
- Provide help and assistance to organisers of events that may impact on the highway, ensuring they take place safely in accordance with policy and procedures.

- Support Norfolk Parking Partnership, District and Borough Councils in delivering Civil Parking Enforcement to help reduce obstruction, congestion and delay and contribute to safety.
- Provide and operate a 24 hour highway emergency response service to deal with dangerous or emergency situations that occur on the public highway.
- Ensure regular liaison with stakeholders regarding the County Council's and statutory undertaker's forward programme of works.
- Inspect ongoing road works to ensure those working in the highway comply with street works legislation, minimising traffic disruption and prioritising the safety of road users & those carrying out the works in the highway. Core finished work to ensure public utility reinstatements adhere to the 'Specification for Reinstatement of the Highway' and collect 'Fixed Penalty Notices' and charges from works promoters in cases of non-compliance.
- Regular updates to: public facing information regarding street works including the 'National Street Gazetteer', performance records of highway works & highway records, to ensure clear and accurate communication.

#### **6.4 Areas for priority 2012 – 2015**

- Develop a range of new powers to more strictly control utility works including introduction of a Traffic Management Permit Scheme.
- Further improvement to public facing travel information.
- Consider increased use of facilities in Elgin to improve coordination and information provided to stakeholders (Elgin is a web based information service available at [www.elgin.gov.uk](http://www.elgin.gov.uk) showing road works on a map background).
- Seek to influence any operation that may affect the highway network, particularly at peak travel times for example, refuse collection or deliveries.

**Aim 2: Efficiency - Plan to minimise disruption on the network for the travelling public, businesses and communities by improvements to travel time reliability and minimising congestion.**

### 6.5 Need

The County Council has a duty to manage, in partnership with others, the local highway network in Norfolk to secure the safe and expeditious movement of traffic and to facilitate the same on the Trunk Roads and neighbouring networks in Suffolk, Cambridgeshire and Lincolnshire.

The efficient movement of traffic on Norfolk's roads is essential in enabling local people and visitors to go about their daily lives as they wish and for the prosperity of the county.

Several factors affect the efficiency of the highway network; the importance of each factor will change, going into the future. The resilience of the network relates to its capacity to accommodate or withstand these changes.

### 6.6 Requirements

Develop robust methodologies to set targets for and monitor performance of the network. Develop an indicator of travel time reliability. Develop plans to improve network efficiency at targeted locations. Improve network resilience.

### 6.7 What we do

- Plan and implement 'Intelligent Transport Systems' strategies for events or circumstances in which traffic flow is likely to be adversely affected and providing input to ensure they maximise capacity and efficient performance particularly at signal controlled junctions.
- Monitor traffic levels throughout the county by deploying traffic counts or surveys in strategic locations. Provide traffic data with analysis regarding records of traffic levels, speeds and modal splits across the county to aid decision making processes.
- Explore options for reducing congestion in areas that have existing problems. Highlight potential actions for emerging problem areas to reduce the number and severity of congestion incidents particularly where improvements to public transport and air quality can be secured.
- Encourage walking, cycling and use of public transport, especially in urban areas as an alternative to private car use.



- Provide clear guidance via the Speed Management Strategy regarding the setting of speed limits and measures to reinforce the appropriate vehicle speed for the given highway environment. Balance the importance of the County road network in providing efficient travel and supporting the economy against the need to reduce casualties, improve quality of life in Norfolk communities, encourage modal shift and reduce vehicle emissions.
- Co ordination of the deployment of police accredited traffic officers, for example in Norwich City Centre through the Christmas shopping period.
- Manage and implement the programme of local road schemes and traffic signals junction improvements.
- Meet regularly with stakeholders to discuss existing and emerging network resilience, congestion, reliability and general network efficiency issues.

## **6.8 Areas for priority 2012 – 2015**

- Identify ways to improve highway network intelligence including better understanding of journey time reliability and congestion on the road network. Establish the baseline condition for highway network performance and increase community engagement around network issues.
- Identify existing or future resilience issues and ways of adapting or dealing with them, for example, impacts of seasonal congestion on North Norfolk coastal areas.
- Prepare, in liaison with emergency services, specific incident management plans that cater for the specific characteristics of particular parts of the local road network.
- Collaborate with other parts of the Environment Transport & Development department, such as liaison with Travel and Transport Services team on public transport initiatives improving bus journey time reliability and punctuality.
- Identify areas suitable for changes to on-street parking arrangements, including the potential for introduction of Pay and Display charging, in order to improve accessibility and help sustain local economies.

## Norfolk's Aims in Network Management

**Aim 3: Leadership – Influencing others and providing evidence for decision making processes of the effects of travel demand changes and growth.**

### 6.9 Need

The consideration of the potential effects on the network of land use change is an important part of the transport planning process. It helps to realise proposals aimed at improving the County's economy and protect the network from adverse changes.

We provide advice based on information about the current state of the network and any future scenarios which are being considered. We can help others identify the best way to respond to problems they may encounter and address any issues which may arise from their work.

People need to be able to use the network safely and conveniently. The information which we provide helps inform decision makers to make sure this happens and that resources are allocated in the most effective way.

Methods for dealing with change can include influencing behaviour with short term strategies which are reactive such as signing and priority changes. Longer term strategies are more pro-active, involving developer liaison, transport assessments and strategic planning.

### 6.10 Requirements

Be aware of the current performance of the network and assess potential future changes in performance of the highway network.

Understand and present options regarding cost, benefit, advantages and disadvantages to inform decisions which change the highway network. Provide accurate information about land and the transport network (including public rights of way) to aid decision makers.

Empower communities, helping them to make decisions and devolve powers regarding local highway matters.

### 6.11 What we do

- Scope and review technical content of information prepared by external consultants concerning proposed development and provide advice to others for the purpose of assessing impacts, scheme development and decision making.

- Decide a programme of ongoing traffic monitoring, identify patterns and trends of short, medium and long term traffic levels and disseminate information to others regularly.
- Maintain a list of locations that suffer from the worst congestion and identify solutions. Communicate with parishes and community groups in areas where there are specific or ongoing issues. Develop and implement strategies to deal with different types of congestion, disruption and vehicle emissions. Co-ordinate with others who have delegated powers (such as Norwich City Council officers) where issues and actions related to this work arise.
- Arrange and direct quality reviews for strategic and operational network assessments and project plans to ensure network effects of strategic planning can be managed.
- Maintain records and provide up to date information to others about the highway network in its current state and proposed changes. Contribute to the conveyancing process, aiding decision makers by preparing evidence about the preservation and protection of highways rights & associated legislation.
- Support improvements to strategic connections (such as dualling of the A11 and A47) and share information with the Highways Agency.
- Investigate road freight and HGV issues and support the Eastern Region Freight Quality Partnership.
- Lead the County Highway Authorities and Utilities Committee (HAUC) meetings and liaise with the regional Joint Authorities Group and HAUC.

#### **6.12 Areas for priority in 2012 – 2015**

- Develop understanding of highway network resilience and consider local impacts including potential effects on availability and efficiency. For example, improving knowledge of how climate change could affect highway network users in the future.
- Liaise with Economic Development and others to identify and raise awareness of locations with emerging congestion problems and to identify opportunities to fund mitigation measures.

- Promote network management activities and provide information about it on the County Council website and other media outlets.
- Review freight movements in the County and provide information and guidance to others regarding these.

## **Recycling Centre Service**

Report by the Director of Environment, Transport and Development

### **Summary**

Norfolk County Council's Recycling Centre service is well received with an extensive network of 20 recycling centres providing residents with the opportunity to recycle 22 different materials. Considerable work has been carried out over the last few years to increase public satisfaction to 78% in 2010. Average recycling levels across the sites have increased from 64% in 2006 to 68% in 2010/11, with a 12% increase in tonnage of recyclable materials during this period. This is favourable when set against the current county wide recycling, composting and reuse performance of 46% which includes the materials collected by waste collection authorities.

The current service costs £8.3 million per annum including disposal costs and diverts around 47,000 tonnes per annum from landfill for recycling, composting and reuse which is 27% of the total amount of household waste recycled in Norfolk.

The County Council has a policy to provide a site within 8.5 miles for every household within the County. Currently this policy has been achieved for 97% of households (an increase from 93%) due to the opening of the new recycling centre in Dereham. The Dereham Recycling Centre has become the eighth main recycling centre offering additional recycling services including paint recycling, Pay as You Throw for DIY waste and a re-use shop.

The County Council is constructing a new recycling centre in Thetford and is also planning to relocate its Caister Recycling Centre to a new site adjacent to the current one. These two centres are expected to be open by Spring 2013. The designs for the new recycling centre at Dereham and the relocated recycling centres at Caister and Thetford are based on the layout at King's Lynn which was opened in 2008 and has been well received by site users. The current main sites at Caister and Thetford are relatively small, and have lower customer satisfaction levels (Annual Tracker survey results 2010/11) and are two of the lower performing recycling centres with levels of 63% and 67% respectively for 2010/11.

Nineteen of the sites are operated by May Gurney and the remaining site, located at Mile Cross in Norwich, is operated by the Waste Recycling Group. The current contract for the 19 sites operated by May Gurney will end on 31 March 2014. A programme has been developed to ensure that a new recycling centre service is in place from 01 April 2014 onwards. A programme for the future delivery of the service will be presented to an Overview and Scrutiny Panel meeting and a Cabinet meeting later this year.

In addition to Main, Standard and Part-time recycling centre provision, the County Council also supports a range of recycling facilities across the County through its recycling credits scheme. The Council are developing proposals to strengthen this much wider, to potentially provide additional "recycling facilities" across Norfolk by working with organisations including Parish Councils and the voluntary sector.

### **Action Required**

Members are asked to note and comment on the contents of this report.

## 1. Background

- 1.1. Norfolk County Council's Recycling Centre service is well received by the public and considerable work has been carried out over the last few years to increase public satisfaction to 78% in 2010. Recycling levels have increased and a table showing anticipated performance in 2011/12 is shown below.
- 1.2. On 9 August 2010 Cabinet approved key decisions associated with current recycling centre provision, which will mean that 97% of residents will have access to a recycling centre within 8.5 miles of where they live. The new recycling centre at Dereham along with the proposed replacement recycling centres at Thetford and Caister will increase both public satisfaction and recycling levels.
- 1.3. Of the 20 Council recycling centres, 19 are managed by May Gurney under a contract that will end on the 31 March 2014. The additional site at Mile Cross is managed separately by the Waste Recycling Group with the contract ending in September 2021.

The Council provides currently supports **3 levels** of recycling centre service:

- **Main recycling centres** (in addition to the standard service is the provision of 'pay as you throw' facilities for DIY waste, a re-use area and paint disposal).
- **Standard recycling centres** (provision of a standard service: open 7 days a week, do not offer 'pay as you throw' facilities for DIY waste or a re-use area or paint disposal).
- **Part-Time recycling centres** (closed Tuesdays, Wednesdays and Thursdays and provide a standard service on the days they are open).

### Additional Recycling Provision

Additionally the County supports and is seeking to develop additional recycling facilities through working with Parish Councils and other organisations.

- Recycling banks – glass, paper and textiles – have recently been introduced at the County Council's six Park and Ride sites around Norwich.
- The County Council provide recycling credits worth £6.2 million annually to waste collection authorities, charities and the third sector to support kerbside recycling services and the provision of a **fourth level** of recycling centre across Norfolk. This includes the provision of 118 facilities which offer at least 3 recycling banks and at least 3 separate material streams and 855 recycling points offering 1 or two banks and at least 1 or 2 separate material streams respectively.

## **Predicted recycling and composting performance for 2011/12**

The table below is based on actual data from April –September 2011 and a proportional projection for data from September – March 2012; based upon the tonnage received during the same monitoring period from the previous year.

	Total hhd tonnage	Dry Recycling Tonnage	%	Compostable Tonnage	%	Total Recycled and Composted	Total %
Breckland	48,491	10,760	22.19%	6,894	14.22%	17,654	36.41%
Broadland*1	47,056	12,625	26.83%	10,334	21.96%	22,960	48.79%
Great Yarmouth	34,701	7,728	22.27%	1,547	4.46%	9,274	26.73%
North Norfolk	40,842	9,728	23.82%	7,992	19.57%	17,720	43.39%
Norwich*2	42,852	11,515	26.87%	8,779	20.49%	20,294	47.36%
South Norfolk	42,505	10,489	24.68%	6,807	16.02%	17,297	40.69%
Kings Lynn and West Norfolk	56,666	13,204	23.30%	8,638	15.24%	21,841	38.54%
Norfolk County Council Recycling Centres	65,606	22,463	34.24%	24,006	36.59%	46,469	70.83%
Countywide	378,720	98,512	26.01%	74,977	19.80%	173,509	45.81%

\*1 - Broadland collect food waste from 12,000 properties and this material is included within the compostable tonnage figure

\*2 - Norwich collect food waste from approximately 50,000 properties and this material is included within the compostable tonnage figure

3. – The overall figures within the table reflect WCA and third party recycling performance supported through the Recycling Credit Scheme.

## **2. Progress Updates on Dereham, Thetford, Caister and Bergh Apton Recycling Centres**

### **2.1. Dereham Recycling Centre**

Dereham Recycling Centre opened on 16 December 2011 and has become the eighth main recycling centre. This replaced the previous site at Beetley which was closed in 2004. Dereham has been built on the same principles as the King's Lynn site and will offer a number of significant benefits:

- Located near to an urban area (easy access).
- Modern best practice design (easy to use).
- Low cost per visitor.
- Increased capacity.

### **2.2. Thetford Recycling Centre**

Thetford Recycling Centre will be relocated to Telford Way from it's existing site at Burrell Way. Planning permission was obtained on 16 December 2011. Construction is expected to start in spring 2012 and the site is due to open by Spring 2013. This site will replace the existing site which is relatively small, costly and low in recycling performance with a recycling rate of 67% in 2010/11.

### 2.3. Caister Recycling Centre

Caister is the busiest site outside of Norwich but has one of the lowest recycling rates (63%) and the customer satisfaction rating is low in comparison with other sites. The physical limitations at the site contribute to this which include:

- Bottle neck at entrance
- Closures for bin exchange
- Queues during peak periods
- Restricted access for neighbouring businesses

Drainage improvements at recycling centres are required to meet Environment Agency requirements and a Capital Programme has been established to achieve this objective. As part of this programme a land swap between the existing highways depot and the existing recycling centre will take place. A planning application has been submitted and is awaiting determination. Pending a successful planning application construction is due to start in late spring 2012 with the site due to be opened by Spring 2013.

2.4. The new recycling centre at Dereham and the re-located recycling centres at Thetford and Caister have been built with best practice principles in mind. User surveys show high levels of satisfaction (92%) for sites designed in this way:

- Easier to use, particularly for the elderly and those with disabilities.
- One way systems separating public and operational areas reducing closure of the sites for the changing over of full bins.
- Low level bins.
- Re-use areas.

### 2.5. Bergh Apton

The planning permission for the existing site expires in September 2012. A full planning application has been submitted for permanent planning permission at the existing site and is awaiting determination.

## 3. **Recycling Centre Procurement**

3.1. The current contract for the 19 sites operated by May Gurney will end on 31 March 2014. A programme has been developed to ensure that a new recycling centre service is in place from 01 April 2014 onwards. The programme for the future delivery of the service will be presented to an Overview and Scrutiny panel meeting and a Cabinet meeting later this year.



#### 4. **Conclusion**

- 4.1.
- The Recycling Centre service is well received by the public and considerable work has been carried out over the last few years to increase public satisfaction to 78% in 2010.
  - Average recycling levels across the recycling centres is around 70% which contributes to the current county wide recycling, composting and reuse performance of 46% which includes the materials collected by waste collection authorities.
  - The provision of a new site at Dereham brings the number of main sites to 8 in the County and increase to 97% the number of residents within 8.5 miles of a recycling centre,
  - The provision of two new state of the art sites at Caister and Thetford will replace the existing sites and improve customer satisfaction recycling levels and divert increasing amounts of waste from landfill.
  - The current contract for the 19 sites operated by May Gurney will end on 31 March 2014. A programme is currently being carried out to ensure that a new recycling centre service is in place from 1 April 2014 onwards. It is intended that a report on the programme plan will be presented at Overview and Scrutiny Panel later this year.
  - The County Council currently provides 3 levels of recycling across the county through its 20 recycling centres. The Council also provides financial support to existing recycling facilities through its Recycling Credit scheme. This includes the provision of 118 facilities, which offer at least 3 recycling banks and at least 3 separate material streams and 855 recycling points offering 1 or two banks and at least 1 or 2 separate material streams respectively. The Council is seeking to develop this further by working with organisations such as the Parish Councils and voluntary sector in order to provide additional recycling facilities across Norfolk.

#### 5. **Resource Implications**

5.1. **Finance** : None at this time

5.2. **Staff** : None at this time

5.3. **Property** : None at this time

5.4. **IT** : None at this time

#### 6. **Other Implications**

6.1. **Legal Implications** : None at this time

- 6.2. **Human Rights** : None at this time
- 6.3. **Equality Impact Assessment (EqIA)** : An equality impact assessment exists for the current Recycling Centre service and this report has no further implications at this stage. The programme for the future delivery of the service includes a customer survey which is helping address equality issues. Results of the survey will be presented to panel at a later meeting.
- 6.4. **Communications** : A customer survey is being undertaken as part of the programme for the future delivery of the service, results of which will be presented to panel at a later meeting.
- 6.5. **Health and safety implications** : None at this time
- 6.6. **Any other implications** : Officers have considered all the implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to take into account.
7. **Section 17 – Crime and Disorder Act**
- 7.1. N/A
8. **Risk Implications/Assessment**
- 8.1. There are no additional risk implications associated with this report.

**Action Required** Members are asked to;

- (i) Note and comment on the contents of this report.

## Officer Contact

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

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

## **Sustainable Drainage Systems (SuDS) consultation**

Report by the Director of Environment, Transport and Development

### **Summary**

This report provides an update on the Sustainable Drainage Systems (SuDS) duties to be commenced under Schedule 3 of the Flood and Water Management Act 2010 (FWMA). Government is currently consulting on the implementation of these duties. The consultation closes on the 13 March 2012. A copy of the consultation response is attached as an Appendix.

The consultation states that, as of the 1st October 2012, Government will confer a new status on Norfolk County Council (NCC) as a SuDS Approving Body (SAB). This requires NCC to approve the drainage systems for all construction work that has drainage implications. This approval is needed before construction can commence and is a separate approval process from the planning system. As such, the commencement of Schedule 3 represents a significant new duty to the authority. Our consultation response makes clear that the proposed fee structure must be designed to enable full cost recovery.

### **Action Required**

- Members are invited to discuss the content of the report and comment on the delivery of the statutory duties of the Council as SuDS Approving Body.

## **1. Background**

- 1.1. Phased commencement of the Flood and Water Management Act 2010 (FWMA) has taken place since October 2010. The commencement orders to date have conferred Lead Local Flood Authority (LLFA) status on Norfolk County Council. This tasks the County Council with leading the coordination of Local Flood Management across Norfolk. Local Flood Risk is defined as flooding from surface runoff, ordinary watercourses and groundwater.
- 1.2. So far, the timescales associated with the delivery of each new function or duty commenced under of the FWMA has been subject to a considerable lack of clarity from Defra. As such there may be a need for NCC to respond quickly to meet the duties highlighted in this report.

## **2. Principle Facts**

- 2.1 Schedule 3 of the Flood and Water Management Act 2010 states that construction work which has drainage implications (including permitted development) may not be commenced unless a drainage system for the work has been approved by Norfolk County Council. Upon commencement of this duty, Norfolk County Council will be conferred new status as a Sustainable Drainage Systems (SuDS) Approving Body or SAB. Schedule 3 also states that drainage systems, if constructed as approved and

consistent with national standards, should be adopted by Norfolk County Council where they serve more than a single property. This adoption would charge Norfolk County Council with the maintenance of that drainage system. Commencement of Sustainable Drainage System duties is planned to occur 1st October 2012.

- 2.2 The spirit of the Act builds on Planning Policy Statement 25 (PPS25) and the expectation that flood risk should not be increased by new development. The FWMA has also removed the automatic right to connect to the surface water sewer network.
- 2.3 It is the Government's intention that the SuDS approval and adoption process is cost neutral to the SuDS Approving Body (SAB); which is Norfolk County Council. However, their current consultation on the implementation of SuDS proposes a proscribed fee structure to operate until 1 October 2015, after which the SAB will be permitted to set its own fees to ensure true cost recovery.
- 2.4 **Definition** – Sustainable Drainage Systems (SuDS) means those parts of a drainage system that are not vested in a sewerage undertaker (ie; Anglian Water).
- 2.5 As part of the Government's current consultation, options for commencing SuDS duties are based on existing planning definitions of development thresholds. These are;
- Large-scale Major development of 200+ dwelling houses
  - Major development of 10+ dwelling houses
  - Minor development of 1+ dwelling houses
  - All development with drainage implications (includes permitted development)

These options also include any development with a footprint of 100m<sup>2</sup>.

- 2.6 Primarily, the government is consulting on two potential phased approaches –

The first option, based on the accompanying impact assessment would require all large major, major and minor size development to get SAB approval from the 1<sup>st</sup> October 2012.

The second option, outlined briefly, would require large-scale major and major developments to get approval from the SAB for the first three years of commencement, starting Oct 2012. This would allow SABs to develop their capacity after which the need for SAB approval would be extended to cover the remaining development thresholds.

### 3. **National Standards**

- 3.1 The consultation states that proposed drainage systems do **NOT** comply with National Standards unless;
- Surface runoff is managed at its source
  - Surface runoff is managed on the surface
  - Public space is used and integrated with the drainage system, where it serves more than one property

- Design is cost-effective to operate and maintain over the design life of the development
  - Design of the drainage system accounts for the likely impacts of Climate Change and changes to impermeable area over the life of the development.
- 3.2 The Standards include an affordability clause which states that where full compliance with National Standards would necessitate the construction of a drainage system that is more expensive than an equivalent conventional design, then full compliance is not required. – However the drainage system must comply with the standards to the greatest extent possible – without exceeding the cost of the equivalent conventional design.
- 3.3 The Standards also state that, in order of precedence SuDS systems must consider discharge;
- Into the ground
  - To a surface water body
  - To a surface water sewer
  - To a combined sewer
- 3.4 Criteria to satisfy when it is appropriate to consider each stage are set out in Defra's National Standards. The National Standards also set out the required number of treatment components to ensure water quality implications are mitigated. Design of SuDS Systems must minimise soil erosion and energy use over its design life. Pumping must only be used to facilitate drainage for those parts of the site that cannot be drained by gravity.
- 3.5 SuDS systems must take into account rainfall falling on any part of the site and also estimated surface runoff flowing onto the site from adjacent areas.

SuDS must be designed to ensure that flooding from the drainage system does not occur on any part of the site for a 1/30 rainfall event, and,

In any part of a building (including a basement); or utility plant susceptible to water (e.g. pumping station or electricity sub-station); or on neighbouring sites during a 1/100 rainfall event.

Flows that exceed these criteria must be managed to minimise risks to people both on and off the site.

#### 4. **SuDS Applications**

- 4.1 The consultation outlines that SuDS applications are validly made only when payment for the appropriate fee has cleared. The fee structure out to consultation is as follows;

- £350 for each application plus an additional amount up to £7,500 referenced to the size of the construction area.

For each (or fraction) 0.1 ha	From (ha)	To (ha)
£70	0	0.5
£50	0.5	1.0
£20	1.0	5.0
£10	5.0	thereafter

Example calculations using this scale are outlined below;

0.1 ha	£350 + £70	=	£420
0.4 ha	£350 + £280	=	£630
0.7 ha	£350 + £450	=	£800
4 ha	£350 + £1,200	=	£1,550
10 ha	£350 + £1,900	=	£2,250
66 ha	£350 + £7,500	=	£7,850

- 4.2 Town and Parish Councils are only required to pay half the fee. After 1<sup>st</sup> October 2015 SABs get the ability to set fees to enable full cost recovery. Applications to vary an approval must be accompanied by a fee based on cost recovery. Applications to vary approval of a condition or for the resubmission of applications, if made within 12 months after the relevant time limit for determining an application do not have to pay a fee. Applications that fall across SAB boundaries only pay one fee to the authority that has the larger part in it.
- 4.3 An analysis of demand based upon planning applications in Norfolk that would have SuDS implication requiring SuDS approval was undertaken for the years 2005/6, 2008/9 and 2010/11 to give a spectrum of low to high demand. This has shown that there could be between 1,700 and 9,500 applications per year to the County Council. This will have a cost implication of between £0.9m and £2.6m and an income profile of between £0.8m and £3.3m (depending on the spectrum of application scales submitted). It is worth noting that there may be costs to the authority in providing this service as the draft fee structure outlined in Defra's consultation is only aimed at covering certain aspects of the approval function and may also be subject to change in government's response to the consultation. The process would be made more efficient by the provision of pre-application advice. This provision could be charged for to recover costs and would facilitate a timely and efficient approval process. Our consultation response makes clear that the proposed fee structure must be designed to enable full cost recovery.
- 4.4 The Norfolk Water Management Partnership, including all District Authorities, Internal Drainage Boards, Anglian Water, Highways Agency, Broads Authority, and the Environment Agency have reviewed the implications of the SUDS approval and adoption processes to their own organisations, including ongoing discussions with

the organisations individually.

However, the SAB must adopt SuDS as approved through the SAB approval process and where they are constructed and function as approved and comply with the National Standards. This has different implications for approval of adoptable SuDS and those approvals concerning non-adoptable SuDS which may vary on the thresholds Government implements and scheme specifics.

As such there may be opportunities for devolving certain functions to other bodies for non-adoptable SuDS approvals. These types of approval would require standing advice only and would be applied in low flood risk areas. In these circumstances the overall risk to the authority in our wider role as Lead Local Flood Authority would remain manageable.

- 4.5 Other authorities (as outlined below), however, have new statutory consultative roles and in many instances the SuDS approval process will need to dovetail with the planning approval process, depending upon how the application is made. Detailed discussions are currently underway with local planning authorities to ensure that suitably robust and cost-effective systems are in place before the 1 October 2012 commencement date. Officers will continue to explore the potential and cost effectiveness of delegation.

## 5. **Consultation on SuDS Applications**

- 5.1 New statutory consultees are created to the SuDS Approval Process. These are;

- Any sewerage undertaker with whose public sewer the drainage system is proposed to communicate
- The Environment Agency, if the drainage system directly or indirectly involves the discharge of water into a watercourse
- The relevant Highway Authority for a road which the approving body thinks may be affected
- British Waterways, if the approving body thinks that the drainage system may directly or indirectly involve the discharge of water into or under a waterway managed by them (clarity is needed to ascertain if this applies to all Navigation Authorities or solely British Waterways)
- An internal drainage board, if the approving body thinks that the drainage system may directly or indirectly involve the discharge of water into an ordinary watercourse within the board's district. This change in status will introduce efficiency savings for IDBs as the work they current undertake to identify relevant applications will be done by the SAB and their consultative role will be formalised and thereby streamlined.

- 5.2 There will be a 21 day consultation period for consultees once they receive the application. The SAB and Consultee may agree a different date for response. The SAB may disregard any response received after the specified or agreed date

## 6. **Timescales of determination of SuDS Applications for approval**

### 6.1 The timescales for determination of SuDS applications are stated to be;

Major Development or County Council Applications – 12 weeks after an application is validly made, and,

Any other application – 7 weeks after an application is validly made.

The SAB and applicant may agree a longer time for determining an application. If the SAB fails to determine an application within relevant time limit the SAB is taken to have **REFUSED** the application. For resubmitted applications – the original submission date applies even if the original application was not valid.

### 6.2 Appeals can be made against SAB decisions regarding applications for approval (including decisions about conditions) and decisions about the duty to adopt. The appeal will be determined by the Minister. The Planning Inspectorate (PINS) is expected to act on behalf of the Minister.

## 7. **Inspection & Inspection Fees**

### 7.1 If a SAB grants approval, subject to post construction inspections prior to adoption, the SAB can charge an inspection fee based on cost recovery. A SAB may carry out inspections in relation to conditions of approval and may take 8 weeks to consider that the drainage system is functioning. The SAB must presume that a drainage system is functioning as approved unless there is evidence that it is not.

## 8. **Adoption of SuDS**

### 8.1 A SAB **MUST** adopt a SuDS system which satisfies all the following conditions;

- The system was approved by the SAB
- That the SuDS was constructed as approved
- That it functions as approved
- That the Drainage system complies with National Standards
- Where the SuDS serves more than one property

### 8.2 The SAB must determine a request to adopt within eight weeks of receiving the request. The SAB must release a non-performance bond within 28 days of giving notice to adopt. If the SuDS system is adopted by the SAB, the SAB must arrange for the drainage system to be included in its Section 21 Flood and Water Management Act Asset Register within 28 days. The SAB must arrange for the provisional designation of eligible parts of the drainage system by a designating authority.

### 8.3 The SAB does not have a duty to adopt SuDS systems that serve single properties. For the purposes of SuDS adoption the regulations define drainage systems that



serve single properties as follows;

“...the drainage system is designed to provide drainage for any buildings or other structures that, following completion of the construction work, will be owned, managed or controlled by a single person or two or more persons together.”

Within the consultation document the following examples of what would be considered a single property include:

- Residential building with multiple flats
- Single dwelling house
- A retirement village
- Office or commercial building
- Industrial development or commercial estate
- School or university campus
- Hospital or other medical facility

## 9. **Response to government consultation on SUDS**

- 9.1 The points raised in this report have been used as the basis of the response to the consultation. The consultation closes on the 13 March 2012. A copy of the consultation response is attached as an Appendix. As the consultation end date is immediately prior to this Panel meeting a consultation response has been agreed with the Cabinet Member and Chair.

## 10. **Resource Implications**

- 10.1 Whilst the level of demand on this service is dependent upon the threshold applied to the SuDS approval process by Government, initial figures suggest between 1,700 and 9,500 applications being submitted to NCC per annum.
- 10.2 The Government expects the service to be **cost-neutral** to the authority, although the Council will only be able to set its own fees from October 2015. There will be an up-front cost to the authority in establishing the service by October 2012 of an estimated £220k. Officers are considering options of how this may be funded including through pre-application advice. This is based on the need for a three month lead-in for recruitment, systems development and testing and staff training.
- 10.3 **Property:** None arising from this report
- 10.4 **IT:** No new implications
- 10.5 **Human Rights:** No direct implications
- 10.6 **Equality Impact Assessment (EqIA):** None at this time

## 11. **Other Implications**

- 11.1 **Legal Implications:** Schedule 3 of the Flood and Water Management Act 2010 introduces new statutory duties for Norfolk County Council. These are outlined in this report. Minor constitutional changes to the scheme of delegated powers to officers will be required to meet these new duties. The implications of these changes are to be dealt with through the democratic services reporting process.
- 11.2 **Communications:** A structured engagement approach will ensure that all stakeholders who have key functions and responsibilities under Schedule 3 of the Act reach agreement on the scope and discharge of their duties prior to the establishment of the service.

As the consultation end date is immediately prior to this Panel meeting a consultation response has been agreed with the Cabinet Member and Chair and this is attached as an appendix to this report.

- 11.3 **Health and safety implications:** None at this time

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

- 12.1 Not applicable

## 13. **Risk Implications/Assessment**

- 13.1 The fee structure outlined in the government's consultation may be inadequate to fully recover costs to NCC in providing this statutory function in the first three years. As such this could leave a potential shortfall to be met from 2012/13.
- 13.2 The implementation of this technical service area is affecting all upper-tier/unitary authorities in the same way. As such the failure to recruit and retain appropriately qualified staff due to increase demand, competition and availability may adversely impact service delivery.

### **Action Required**

- (i) Members are invited to discuss the content of the report and comment on the delivery of the statutory duties of the Council as SuDS Approval Body.

## Background Papers

A copy of the full consultation paper will be made available in the Members' Room.

Alternatively the document can be found online using the following link;

<http://www.defra.gov.uk/consult/files/suds-consult-doc-111120.pdf>

## Glossary of Terms

Term	Definition
<b>Defra</b>	<b>Department for the Environment and Rural Affairs</b>
<b>EA</b>	<b>Environment Agency</b>
<b>SuDS</b>	<b>Sustainable Drainage Systems</b> SuDS are a more natural approach to managing the rainfall and surface water drainage for a development. SuDS are designed to mimic or improve the natural drainage of a greenfield catchment.
<b>SAB</b>	<b>Sustainable Drainage Systems Approving Body</b> The body which approves and, where appropriate, adopts SuDS. It is the Unitary authority for the area in which a drainage system is located, or in which it is to be constructed or if there is no Unitary authority, the County or County Borough council for the area.
<b>FWMA</b>	<b>Flood and Water Management Act 2010</b> Part of the UK Government's response to Sir Michael Pitt's Report on the Summer 2007 floods, the aim of which is to clarify the legislative framework for managing surface water flood risk in England.
<b>LLFA</b>	<b>Lead Local Flood Authority</b> Local Authority responsible for local flood risk management.

## Officer Contact

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

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

SuDS Team  
Defra  
Area 2A  
Ergon House  
Horseferry Road  
London  
SW1P 2AL

Your Ref:  
Date: 6 March 2012

My Ref: E. CC.FW.1.1 / PBL  
Tel No.: 01603 222754  
Email:

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

Dear Sir / Madam

**CONSULTATION ON IMPLEMENTATION OF SUSTAINABLE DRAINAGE SYSTEMS  
PROVISIONS IN SCHEDULE 3 OF THE FLOOD AND WATER MANAGEMENT ACT**

Please find enclosed Norfolk County Council's response to your consultation on the Sustainable Drainage Systems provisions of the Flood and Water Management Act.

I draw attention to our response to Question 3 in that we are strongly in favour of a commencement date of April 2013. This will allow the authority time to agree the most appropriate and cost-effective working arrangements with the local planning authorities within Norfolk.

I am also most concerned that the proposed initial fee structure is imbalanced (see response to Question 10). Our analysis, based on previous years' planning applications, suggest that the proposed fee structure could leave this authority with a £0.5m shortfall in the first year.

With thanks for your attention.

Yours faithfully

Bill Borrett  
Cabinet Member for Environment and Waste

[www.norfolk.gov.uk](http://www.norfolk.gov.uk)



## **CONSULTATION ON IMPLEMENTATION OF THE SUSTAINABLE DRAINAGE SYSTEMS (SuDS) PROVISIONS IN SCHEDULE 3 OF THE FLOOD AND WATER MANAGEMENT ACT 2010**

### **Consultation Questions**

**1) We have based our proposals on the evidence, outlined in our Impact Assessment, of the impact of surface runoff on future development and the benefits of SuDS. Do you have any additional evidence that may alter the recommendations of the Impact Assessment?**

Norfolk County Council agrees strongly with the impact of surface water runoff on future development and the benefits of SuDS.

We have concerns with the evidence used in the impact assessment regarding the resources needed to deliver the approval service which will differ between unitary and shire authorities.

Using evidence drawn from statistics held by the Department for Communities and Local Government we have calculated the demand on our SuDS approval service would be between 9,500 and 1,700 applications per annum depending upon the state of the economy and growth within the county. These figures have discounted those applications which would not have drainage implications.

Our initial service design suggests up to 40 Engineers and a minimum of 15 depending on demand. The highly variable parameters (number of applications, application types etc) has made it difficult for us to refine our core assumptions.

A significant concern is how the authority resources a SAB service where the workload fluctuates due to the variance in applications.

We have severe reservations on the ability of SABs to recruit the specialist skills at this scale when there is a high demand for their services across all authorities.

The impact assessment does not deal with the funding needs for the long term maintenance of adopted SuDS which if not addressed will increase the liability to the SAB.

**2) We propose that SAB approval will not be required for the first 12 months:**

- **for developments that already granted planning permission before commencement;**  
**or**
- **for developments with one or more reserve matters where an application for approval of the reserve matter(s) is made; or**
- **for which a valid planning application has been submitted before commencement**

**Do you agree with this approach for transitional arrangements, if not please explain why?**

We agree with this transitional approach however we feel that developments which include only reserved matters that have drainage implications rather than any reserved matters should not require approval.

**3) We propose implementing on the common commencement date of 1 October 2012, Do you agree this is reasonable? If not would you prefer an implementation date of April 2013, October 2013 or after 2013?**

Norfolk County Council feels that April 2013 is a realistic timescale for the implementation of these complex functions however we acknowledge that any further delay to implementation beyond October 2012 will extend the uncertainty that is currently effecting development. A common commencement date is preferable if all the details of the processes are in place for implementation. The 1<sup>st</sup> October 2012 timescale seems difficult to meet due to many organisations lack of familiarity with this legislation coupled with the complexity of delivery required in two tier areas.

**4) We understand that there may be capacity issues for SABs to meet their new duty to approve drainage. We are therefore considering whether to phase implementation of the requirement for approval. Do you think a phased approach is necessary?**

On balance we feel that a phased approach to implementation is undesirable. Whilst a phased implementation would assist with the delivery of the SuDS approval service, providing capacity for refining these processes and building a skill workforce which could inform future phases, we feel strongly that there are dis-benefits in creating a two-tier approach to the approval of drainage systems on new developments that would lead to double standards and orphaned SuDS. In addition, the resources to establish systems, processes and some key support roles for approving drainage will need to be found regardless of any phased approach.

**5) Do you agree that development under a Neighbourhood Development Order should be exempt from the requirement of SAB approval?**

No, the approval process is more than a planning consideration. SAB approval should be required as compliance of the drainage system needs to be checked against the national standards etc particularly if these systems would then be required to be adopted by the SAB. In such circumstances it is important to consider which organisations would deal with appeals, inspections etc as this might well be ignored under the proposal to exempt the requirement of SAB approval for development under a Neighbourhood Development Order.

**6) Drainage for surface runoff should be sustainable and affordable to build and maintain. Do the National Standards deliver this, if not please explain why?**

As the definition of sustainable drainage systems is anything not adopted by the sewerage undertaker we feel that it is unclear what is intended by this statement? For example, the National Standards for SuDS require SuDS to be integrated into the public open space where they serve more than single properties. As such it would be unreasonable to compare sustainable drainage systems that must be measured by a SAB against different requirements than a conventional system. As such it might be difficult to define what a conventional system is particularly in a County that has distinct differences in the types of drainage catchment (i.e. pumped and gravity catchments) and when the conventional system might only be available to those applications below minor level following the commencement of these duties.

**7) Affordable sustainable drainage systems for surface runoff are comparable in costs with conventional alternatives. Do you agree?**

Whilst there is evidence that this assertion is correct it is important to consider that the delivery of SuDS as set out by the consultation is not widespread or regularly delivered by the industry as a whole. This means that the current focus of development is on conventional systems and as such we would expect SuDS components to become cheaper as the market responds to the implementation of SuDS duties. However, with regards to the delivery of SuDS systems there is a more fundamental consideration in that the different land take associated with the delivery of conventional versus sustainable drainage systems is significant and may represent a reduced housing density being achieved by developers.

**8) We propose that the SuDS Approving Body must determine an application for approval within 12 weeks where it relates to major development or a county matter and 7 weeks where it relates to other development. But could applications be determined in less time?**

**If yes, please specify reduced time to consider applications:**

**1 week less**

**3 weeks less**

**5 weeks less**

No. The proposal is that undetermined applications are automatically refused so adequate time needs to be given to reach a professional decision. The duty to consult and take into account responses may also have an impact on the time needed to determine the application. It is anticipated that pre-application discussions will help keep the approval process to within the proposed timescales however the resources for pre-application discussions will be at the expense of those involved in the approval process. Applications could not be determined in less time.

It may be suitable to extend the time limits for approval to reflect the planning application process as these processes are meant to be undertaken in parallel rather than explicitly connected.

**9) Do you think guidance for calculating the amount required for a non-performance bond is necessary ?**

Detailed guidance is not strictly necessary however a common approach to the costing of SuDS components would be preferable as long as it left room for the SAB to take into account site specifics, changes in materials costs and inflation. Guidance on the format of a consistent formula for the calculation of high level attributes may be useful, for example; 100% of the outstanding construction cost + admin etc? + supervision

**10) Do you agree with our proposals to set approval fees for three years? If you disagree please explain why and provide any supporting evidence?**

Norfolk County Council agrees with the proposals to set a national fee structure for three years however this may create difficulties in resourcing each SAB due to varied nature of growth and the size of each authority area. In addition, the fee structure included in the consultation seems to be expensive for the single house developer, being equal to or more than the equivalent planning fee.



Conversely for the larger developers a maximum of £7,850 seems a small amount when related to the amount of work that would be required in assessing a development of 66 hectares or more.

**11) We propose that the fee for each inspection of the drainage system should be set on a cost recovery basis rather than to a fixed fee. Do you agree with this proposal?**

Norfolk County Council agrees strongly with the proposal to set the fee for each inspection on a cost recovery basis. However, we do feel that the inspection regime outlined in the consultation does not reflect the inspection stages that would be needed during the development of most SuDS schemes. As such it would be helpful if these inspection stages could be agreed nationally rather than relying on SAB's applying conditions as part of the SuDS approval process.

**12) We propose to make arrangements for fees for applications to vary an approval, re-submitted applications, discounted fees, fees for cross area approvals as well as the refunds of application fees. Do you agree that this covers all the scenarios for which fees are likely to be needed? If not, please explain what is missing and provide further explanation if required?**

In our experience of Section 38 agreements we have found that legal costs can be considerable. We are concerned that legal costs around non-performance bonds and adoptions could be a significant proportion of the approval fees resulting in some applications where the cost of the approval process is not met by the approval fees.

**13) We propose setting a time limit of 21 days for statutory consultees to respond to the SAB. Do you agree with the timeframe proposed?**

Yes we agree with the timescale proposed.

**14) We propose to give enforcement powers to the SuDS Approving Body and the local planning authority. Do you agree?**

Yes we agree, as it is an optional agreement that can exist between the SAB and LPA and provides the SAB with the flexibility to determine the best approach for it area.

**15) Do you agree that the proposed powers of entry are reasonable and proportionate, if not please explain why?**

Yes, Norfolk County Council agrees with this provision in relation to enforcements.

**16) We propose that claims for compensation related to powers of entry and temporary stop notices must be submitted within 12 months of the powers being exercised or the notice being withdrawn / ceasing to have effect. Do you agree, if not please explain why?**

Yes, Norfolk County Council agrees with this provision.

**17) We propose that, as in planning, a time limit of four years is set when the SuDS Approving Body is able to give an enforcement notice? Do you agree, if not please explain why?**

Yes, Norfolk County Council agrees with this provision.

**18) Are the criminal offences proposed in the draft statutory instrument appropriate and proportionate?**

Yes, Norfolk County Council views these proposed criminal offences appropriate and proportionate.

**19) We propose to provide similar procedures for appeals against SuDS enforcement notices to those which currently apply to planning enforcement appeals (written representation, hearing or inquiry). Do you agree, if not please explain why?**

Yes, Norfolk County Council agrees with this provision.

**20) We propose a register of the SuDS enforcement notices which mirrors the register for planning enforcement notices. Do you agree?**

Yes, Norfolk County Council agrees with this provision.

**21) For the purpose of the SuDS Approving Body's duty to adopt, "sustainable drainage system" means those parts of a drainage system that are not vested in a sewerage undertaker. Do you agree this provides certainty and clarity on what is adoptable by the SuDS Approving Body? If not please provide an alternative definition.**

Norfolk County Council agrees that clarity is provided by the proposed definition of what SuDS area, however we believe that the accompanying definition described in question 22 (see separate answer) is not clear and creates ambiguity for both the SAB and developers.

**22) The SuDS Approving Body's duty to adopt does not apply to a single property drainage system. We propose that "a drainage system or any part of a drainage system is to be treated as designed only to provide drainage for a single property if it is designed to provide drainage for any buildings or other structures that, following completion of the construction work, will be owned, managed or controlled by a single person or two or more persons together". Is our definition clear on what will or will not be adopted? If not please provide an alternative definition.**

This definition is very poor. Further information was provided by the principle consultation document but none of this information will be helpful unless it is included in the appropriate orders, regulations and/or new statutory guidance. In addition, the examples provided in the principle consultation document seemed to represent properties that would be, in the main, owned and managed by single entities. However we felt that some examples such as industrial development or commercial estate were inappropriate as it is likely that these could be sold/fragmented following construction to multiple owners and responsibilities for maintenance weakened.

**23) We propose that the SuDS Approving Body should determine a request for adoption within 8 weeks of receiving the request. Do you agree with this timeframe?**

This is dependent upon when the request to adopt is made. Does the SAB need to satisfy itself that the design and construction performs appropriately before agreeing to adopt?

See Q26 – In respect of remedial work by statutory undertakers 12 months is being proposed for the SAB to decide if it is satisfied that the reconstruction works are compliant. An identical period should be allowed for the SAB to satisfy itself that new construction work is compliant before adopting.

**24) We propose for the SuDS Approving Body to have a 28 day time limit for administrative processes (for example return of bonds, the process of registration or designations). This time limit applies throughout the SuDS process. Do you agree with this timeframe, if not please explain why?**

Norfolk County Council feels that this is not an unreasonable timeframe however it depends on when it is applied in the SuDS adoption process. Principally this is dependent upon when the request to adopt is made. Does the SAB need to satisfy itself that the design and construction performs appropriately before agreeing to adopt?

**25) We propose that all Statutory Undertakers must notify the SuDS Approving Body at least four weeks in advance of works that may affect the SuDS' operation. Do you agree with this timeframe?**

Yes, Norfolk County Council agrees with this provision.

**26) We propose upon completion of the works, the SuDS Approving Body must decide within 12 months if it is satisfied that the SuDS functions in accordance with the National Standards. Do you agree, if not please explain why?**

Yes, Norfolk County Council agrees with this provision however please note comments under question 23.

**27) We propose that an appeal must be made within six months of the SuDS Approving Body's decision or within six months of when the decision was due. Do you agree?**

Yes, Norfolk County Council agrees with this provision.

**28) We propose to adopt similar procedures for SuDS appeals to those which currently apply to planning appeals (written representation, hearing or inquiry). Do you agree, if not please explain why?**

Yes, Norfolk County Council agrees with this provision

**29) Should we take action to avoid the increase of un-adopted SuDS? If your answer is no, please explain why?**

Yes, Norfolk County Council agrees with this stance and would encourage full implementation of the requirement for approval based on option 1 outlined within the consultation document, (i.e. minor, major and large scale major development). As such we acknowledge that any phased implementation would be more likely to increase the number of un-adopted or orphaned drainage systems which could increase local flood risk within our area.

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

Report by the Director of Environment, Transport and Development

### **Summary**

This report provides a summary of the process and findings of the Norwich Urban Area Surface Water Management Plan.

Direct rainfall modelling has been undertaken across the entire study area for a range of return periods to identify areas where surface water flooding is likely to occur during an extreme rainfall event. An assessment of flood risk from other local sources, including sewer flooding, groundwater flooding and flooding from ordinary watercourses, has been done.

The predicted consequences of flooding to property, businesses and infrastructure has been analysed and those areas identified to be at more significant risk have been delineated into Critical Drainage Areas (CDAs). Detailed surface water modelling has been undertaken in order to better understand the mechanisms and consequences of flooding.

Analysis of the number of properties and infrastructure at risk of flooding has been undertaken for the rainfall event with a 1 in 100 probability of occurring in any given year. A review of these statistics coupled with local knowledge of the study area provides the justification behind the selection of Drayton village, Catton Grove / Sewell Wards and Nelson / Town Close Wards as CDAs.

Householders in each CDA were contacted by letter and public meetings attracted around 3,000 local residents. Follow up visits have been undertaken and updates by letter have been sent. Future meetings will take place to update the local communities on the progress of the SWMP and to showcase property protection measures.

It is recognised that surface water flood risk is not limited to these CDAs; in fact, a number of areas are predicted to experience localised flooding and these have been identified for future work and assessment.

The SWMP Action Plan identified 36 actions that included changes to planning policy, improved maintenance of drainage systems, installation of rain and water flow gauges, providing information on property protection measures and applying for funding to deliver flood risk mitigation measures.

Funding bids have been submitted to the Environment Agency to allow further work in Norwich and the identified CDAs and move towards delivering flood risk mitigation measures. The outcome of these bids should be confirmed by the end of March 2012. The data, mapping and actions that come from the SWMP will feed into Norfolk's Local Flood Risk Management Strategy.

### **Action Required**

This report invites the Panel to note and comment on the report.

## 1. **Background**

- 1.1. The Floods and Water Management Act 2010 (FWMA) identified an area of flood risk that was previously poorly understood. This local flood risk comprises flooding caused by surface run off, groundwater and ordinary watercourses (also collectively described as 'Surface Water Flooding').

The FWMA 2010 imposed substantial new duties on Norfolk County Council in the management of surface water flood risk, among other duties. As part of the new legislation Norfolk County Council is identified as a 'Lead Local Flood Authority' (LLFA). LLFAs will take charge of local flood management issues for their areas.

A Surface Water Management Plan (SWMP) is the first tool available for developing and understanding of this area of local flood risk.

A SWMP is a framework to help LLFAs understand the causes of surface water flooding and agree the most cost effective ways of managing surface water flood risk. The main outputs are a co-ordinated Action Plan to prioritise projects to reduce surface water flood risk, engagement and commitment to the public, business and communities in potential flood risk areas and detailed mapping of areas prone to surface water flood risk. These maps will assist local authorities fulfil their flood risk responsibilities and provide evidence for land use and emergency planning.

The data, mapping and actions that come from the SWMP will feed into Norfolk's Local Flood Risk Management Strategy as well as providing evidence for flood mitigation and property protection funding bids that will help communities in flood risk areas.

### 1.2. **Norwich Surface Water Management Plan**

Norwich was identified as one of the top 50 candidate areas outside London to receive Defra Early Action SWMP funding, based upon broad-scale national predictive surface water modelling that suggested that approximately 6500 properties may be at risk from surface water flooding.

As the LLFA, Norfolk County Council was the recipient of the Defra SWMP grant funding. The SWMP Steering Group, set up to oversee the project, includes officers from Norfolk County Council, Norwich City Council, Broadland and South Norfolk District Councils, Anglian Water and the Environment Agency.

- 1.3. The work involved in producing the SWMP can be broken down into 4 phases:

Phase 1: Preparation

Establishing partnerships, scoping requirements and data collection

Phase 2: Risk Assessment

Assessment of collected data, modelling and mapping of extreme rainfall events, identification of 'Critical Drainage Areas' and initial consultation with local communities

Phase 3: Options

Identifying potential mitigation options, detailed assessment and testing of short-listed options

Phase 4: Implementation and Review

Preparation of the Action Plan, communication of short-listed options, begin implementation and review

2. The Intermediate assessment of extreme rainfall events across the Norwich urban area estimated that over 1,900 properties were vulnerable to surface water flooding over 0.3m depth and over 76,000 properties were vulnerable to surface water flooding over 0.1m depth.

- 2.1. Detailed modelling of extreme rainfall events and surveying of the Norwich urban area has identified three areas where the potential damaging consequences of flooding is the most concentrated. These areas are described as 'Critical Drainage Areas' (CDAs).

CDA 1: Drayton (Pond Lane to Low Road)

CDA 2: Catton Grove / Sewell (Oak Lane to Magpie Road)

CDA 3: Nelson / Town Close (Ipswich Road to Dereham Road)

- 2.2. An important part of the SWMP is the Communication and Stakeholder Engagement Plan. This seeks to inform and liaise with all relevant stakeholders who could be affected by or have an input in towards mitigating surface water flooding.

The overarching key communications messages of the SWMP include:

- It aims to reduce the risk or mitigate against the consequences of flooding
- It is a long term project in partnership between landowners, utility companies and Local Authorities
- It allows the local residents and businesses to understand the nature of the risk
- Flooding can occur outside the identified 'Critical Drainage Areas'

- 2.3. Householders in each CDA were contacted by letter and public meetings were held in each CDA to discuss the SWMP, gather local information on historic flooding and display the mapped results of the detailed modelling. The meetings were well attended and formed a platform for continued communication with around 3,000 local residents and members. The public meetings instigated a number of site visits and follow up meetings with residents who had experienced surface water flooding. Householders in each CDA have been updated by letter on progress since the public meetings. Future meetings will take place to update the local communities on the progress of the SWMP and to showcase property protection measures.

- 2.4. For each of the CDAs identified within the study area, site-specific measures have been identified that could be considered to help alleviate surface water flooding. These measures were subsequently shortlisted to identify preferred options for each CDA, and feasibility studies will be progressed as part of the Action Plan.

It is equally important to recognise that flooding within the study area is not confined to just the CDAs, and therefore, throughout the study area there are opportunities for generic measures to be implemented through the establishment of a policy position on issues including the widespread use of water conservation measures such as water butts and rainwater harvesting technology, use of soakaways, permeable paving and green roofs. In addition, there are opportunities to raise community awareness to surface water flood risk across the whole study area.

Funding bids have been submitted to the Environment Agency to allow further work in Norwich and the identified CDAs and move towards delivering flood risk mitigation measures. The outcome of these bids should be confirmed by the end of March 2012.

## 2.5. **Norfolk's Local Flood Risk Management Strategy**

The data, mapping and actions that come from the SWMP will feed into Norfolk's Local Flood Risk Management Strategy. Understanding the potential risk from surface water flooding across the County is central to the development of the Local Flood Risk Management Strategy. To this end other SWMPs have been commissioned or are under discussion.

King's Lynn and West Norfolk Settlements SWMP – final report submitted

Great Yarmouth Borough SWMP – Phase 1 work underway, end date scheduled for January 2013

The commencements of further SWMPs are planned if agreed with the relevant District Councils. These SWMPs would follow the PFRA priority ranking.

Breckland: includes Dereham, Thetford and Attleborough

North Norfolk: includes Cromer, North Walsham and Sheringham

South Norfolk: includes Wymondham and Diss

## 2.6. Other studies under consideration:

County wide assessment on the impact of surface water flooding on the highways network

County wide assessment on the potential flood risk from ordinary watercourses

County wide assessment on the potential flood risk from groundwater

## 3. **Resource Implications**

### 3.1. **Finance:** None arising from this report

3.2. **Staff:** No new implications

3.3. **Property:** Angel Road Junior School lies within CDA 2

3.4. **IT:** No new implications

#### 4. **Other Implications**

4.1. **Legal Implications:** Norfolk County Council as Lead Local Flood Authority has the statutory duty to co-ordinate the management of local flood risk. Under Section 9 of the Flood and Water Management Act 2010, Norfolk County Council “must develop, maintain, apply and monitor a strategy for local flood risk management in its area. The Norwich Urban Area Surface Water Management Plan forms part of the evidence base for that strategy.

4.2. **Human Rights:** No direct implications

4.3. **Equality Impact Assessment (EqIA):** None at this time

4.4. **Communications:** The development of the Surface Water Management Plan has followed the agreed communication and engagement plan, including organising stakeholder workshops and public drop in events. Communications are ongoing with stakeholders and residents in the identified Critical Drainage Areas.

4.5. **Health and safety implications:** None at this time

4.6. **Any other implications:** Insurance Industry implications

Under the Flood and Water Management Act 2010, Norfolk County Council, as the Lead Local Flood Authority for the area, has a duty to understand the potential risk from surface water flooding and to seek measures that will mitigate this risk. Surface Water Management Plans form the recommended method for assessing this risk and proposing mitigation measures.

The findings of the Surface Water Management Plan need to be communicated to stakeholders, communities and residents in areas of risk and this will include the publication of the surface water flood risk maps. These maps provide a greater level of accuracy than the information currently available and can exclude properties from a flood risk area. However, the surface water flood risk maps will provide a new level of understanding of this risk which could be used by the insurance industry.

Without the data from Surface Water Management Plan we will be unable to bid for funding to help mitigate the potential flood risk. If implemented, the mitigation measures would move the properties from a higher level of flood risk to a lower level.

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

5.1. N/a

#### 6. **Risk Implications/Assessment**



6.1. There are no additional risk implications associated with this report.

## **Action Required**

- (i) This report invites the Panel to note and comment on the report.

## **Background Papers**

Appendix A – Surface Water Flooding

Appendix B – Overview of Flood Risk in the Norwich Urban Area

Appendix C – CDA 1 Interactive Mapping

Appendix D – CDA 2 Interactive Mapping

Appendix E – CDA 3 Interactive Mapping

Appendix F – Communication and Stakeholder Engagement

Appendix G – Sustainable Drainage Solutions

Appendix H – Surface Water Leaflet

Appendix I – Glossary of Terms

## **Officer Contact**

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

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[Click here to view Appendix A – Surface Water Flooding](#)

[Click here to view Appendix B – Overview of Flood Risk in the Norwich Urban Area](#)

[Click here to view Appendix C – CDA 1 Interactive Mapping](#)

[Click here to view Appendix D – CDA 2 Interactive Mapping](#)

[Click here to view Appendix E – CDA 3 Interactive Mapping](#)

[Click here to view Appendix F – Communication and Stakeholder Engagement](#)

[Click here to view Appendix G – Sustainable Drainage Solutions](#)

[Click here to view Appendix H – Surface Water Leaflet](#)

[Click here to view Appendix I – Glossary of Terms](#)



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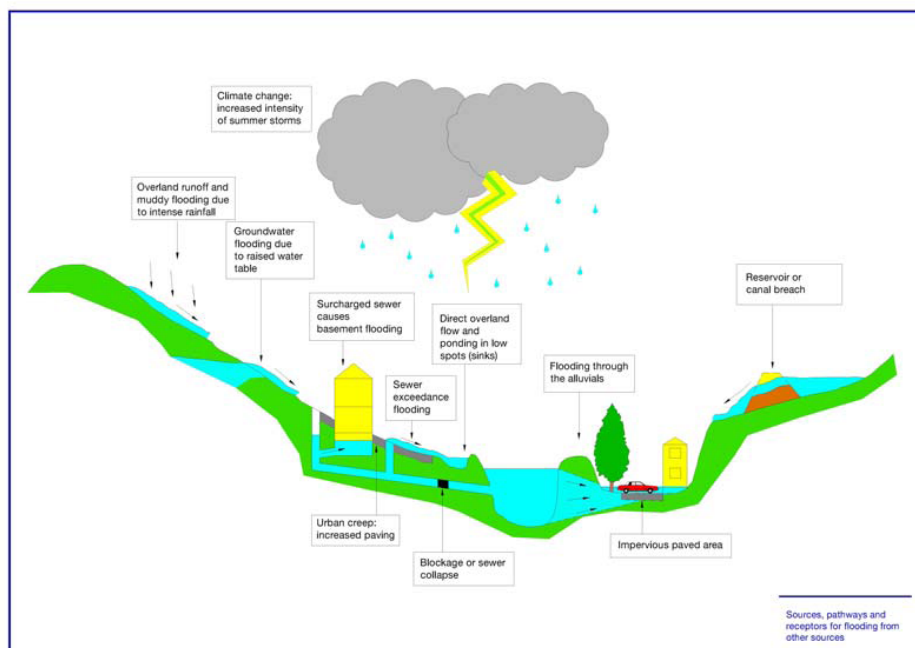
# Surface Water Flooding

Surface water flooding happens when the ground, rivers and drains cannot absorb heavy rainfall.

Typically this type of flooding is localised and happens very quickly after the rain has fallen, making it difficult to give any flood warning. It is therefore important to identify areas where measures need to be taken to protect properties and critical infrastructure from surface water flooding.

Surface water flooding is a general term which is used to cover flooding from:

- Runoff of rainwater from impermeable surfaces, such as roofs, roads, driveways, patios and car parks
- groundwater in areas where water has percolated into the soil on high ground and then emerges in lower areas, and
- flooding from small streams, drainage ditches, drains or sewers.



Flooding from Local Sources (Making Space for Water HA4a pilot)

# 1 Overview Summary

## 1.1 Overview of Flood Risk in Norwich

The results of the intermediate level risk assessment combined with site visits and a detailed review of existing data and historical flood records indicate that there is significant risk of flooding in Norwich from surface water, groundwater, ordinary watercourses and sewer flooding. Although flood risk is very widely dispersed across the study area, the highest level of risk is concentrated in three main areas; these have been designated as Critical Drainage Areas (CDAs). Detailed modelling of these CDAs was carried out in order to provide a better understanding of the flooding mechanisms and consequences of flooding.

It is acknowledged that flooding within Norwich is not limited to these CDAs; in fact there are a large number of localised areas at risk of surface water flooding. These should be assessed and analysed in the future.

In general, flooding across Norwich is relatively minor during lower order rainfall events (such as a 1 in 30 year event) but is predicted to experience severe polycentric flooding across the study area during higher order events (such as a 1 in 100 year event). This is reflected in the analysis of risk to properties, businesses and infrastructure that is discussed below.

## 1.2 Risk to Existing Properties & Infrastructure

Maps of predicted flood depths and extents which have been generated from the surface water modelling results are included in Appendix A. In order to provide a quantitative indication of potential risks, building footprints (taken from the OS MasterMap dataset) and the National Receptor Dataset have been overlaid onto the modelling outputs in order to estimate the number of properties at risk within the study area. The total property counts are included in Table 1-1.

**Table 1-1: Summary of properties at risk during a 1 in 100 year event**

Property counts	Number of properties affected by 'shallow' surface water flooding > 100mm	Number of properties affected by 'deep' surface water flooding > 300mm
Residential Properties	65,316	1,186
Non-Residential Properties	11,476	717
<b>TOTAL</b>	<b>76,792</b>	<b>1,903</b>

Table 1-2 below presents the approximate number of properties and critical infrastructure which may be affected in each of the CDAs during a 1 in 100 year rainfall event (1% AEP). The National Receptor Dataset was used to identify and locate critical services within the study area, including hospitals, schools, prisons, nursing homes, electrical substations, etc. However, no critical infrastructure was located within 'deep' surface water flooding areas, although the national dataset is not entirely comprehensive.

**Table 1-2: Summary of properties and infrastructure at risk during a 1 in 100 year event**

Critical Drainage Area	Number of properties affected by 'deep' surface water flooding > 300mm	Number of critical services affected by 'deep' surface water flooding > 300mm
Drayton	57	0
Catton Grove and Sewell	240	0
Nelson and Town Close	169	0

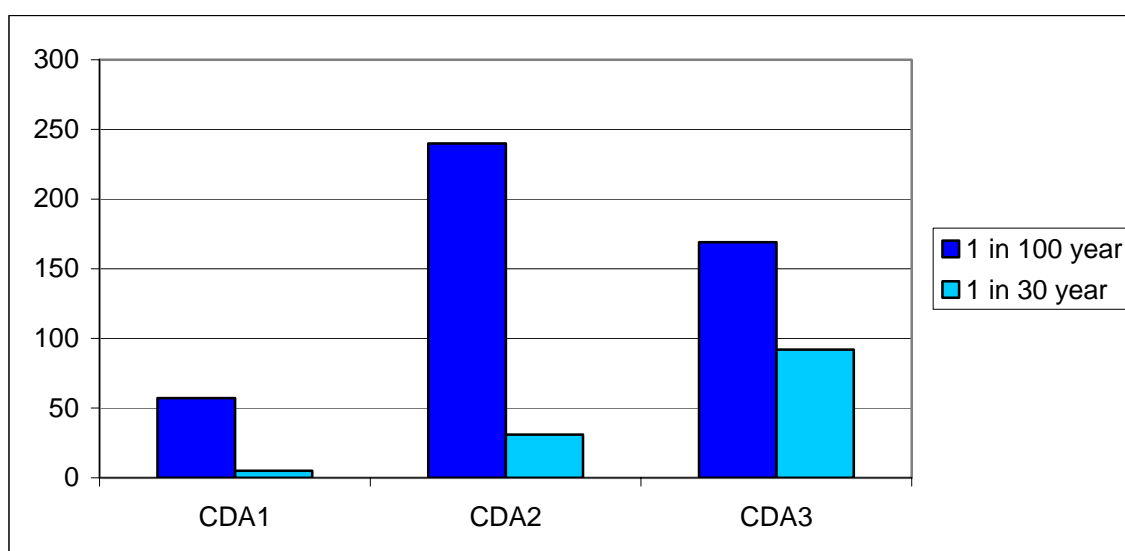
An analysis was also carried out to determine the risk to properties and infrastructure from a lower order rainfall event, which would have a higher probability of occurring. The 1 in 30 year probability event (3.3% AEP) was used for this assessment and the results are summarised in Table 1-3 below.

**Table 1-3: Summary of properties and infrastructure at risk during a 1 in 30 year event**

Critical Drainage Area	Number of properties affected by 'deep' surface water flooding > 300mm	Number of critical services affected by 'deep' surface water flooding > 300mm
Drayton	5	0
Catton Grove and Sewell	31	0
Nelson and Town Close	92	0

As expected there are fewer properties at risk from the lower order rainfall event. However, it is interesting to note the relative proportion of properties at risk during the two different rainfall events, as illustrated in Figure 1-1 below.

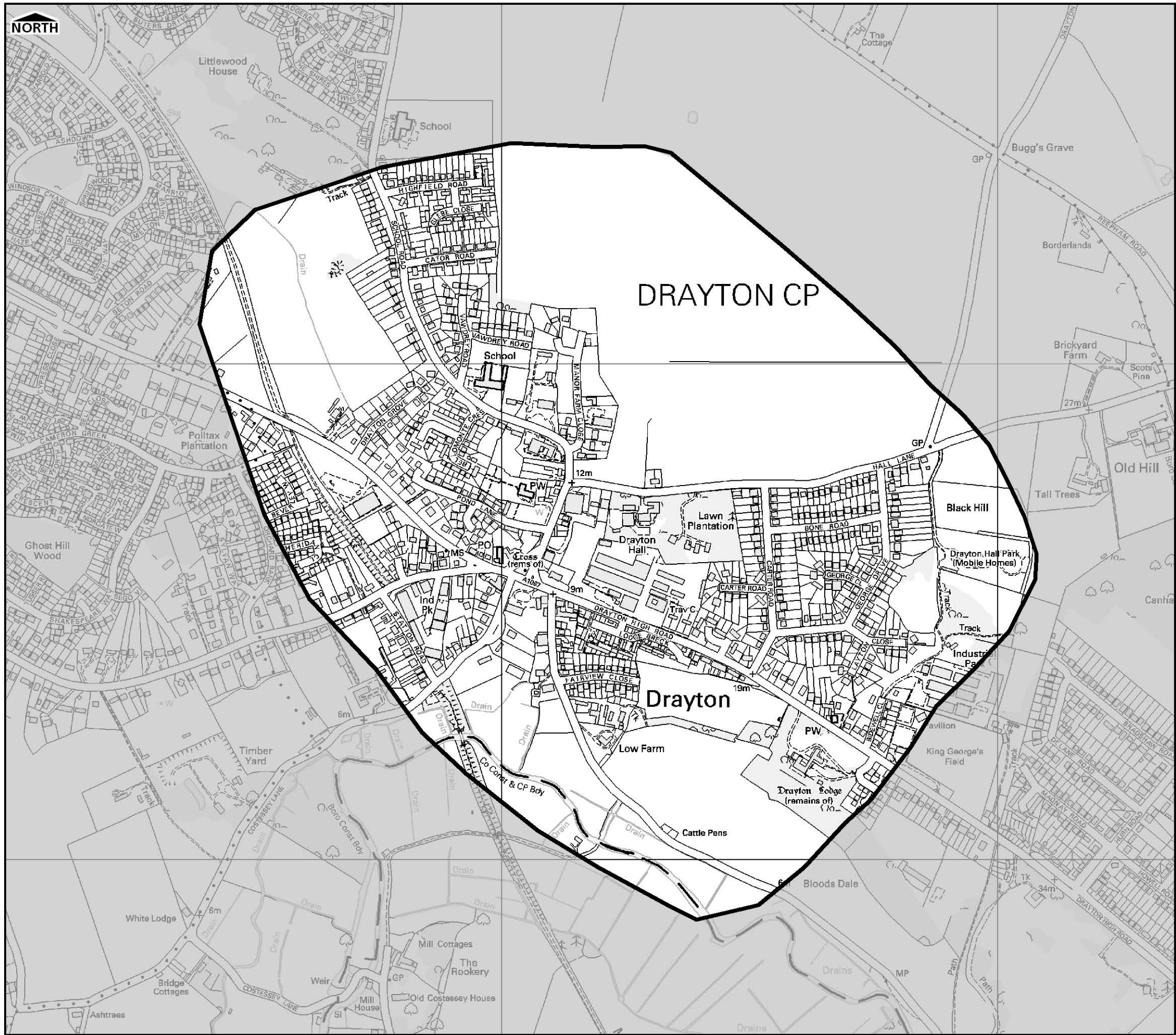
**Figure 1-2: Graph comparing the number of properties at risk from surface water flooding during a 1 in 30 year event and a 1 in 100 year event**



As shown above, CDA3 has the greatest amount of properties at risk from the 1 in 30 year probability event (3.3% AEP), with over 50% of the properties at risk during an extreme event such as the 1 in 100 year probability event (1% AEP) still at risk. This is contrasting to CDA2, where only around 10% of the properties are still at risk, suggesting this CDA is more susceptible to extreme rainfall events and will be impacted less during lower order events.

This also suggests that the properties in CDA3 may be more susceptible to more frequent surface water flooding (caused by lower order rainfall events, which are likely to occur more frequently) than the other two CDAs. This will be exacerbated by the fact that the drainage network capacity along key overland flow paths is poor in this area.





THIS DRAWING MAY BE USED ONLY FOR  
THE PURPOSE INTENDED

### Legend

 CDA Boundary

### Flood Depth

 <0.1m  
 0.1m to 0.25m  
 0.25m to 0.5m  
 0.5m to 1.0m  
 1.0m to 1.5m  
 1.5m to 2m  
 >2m

### Notes

This map only shows the predicted likelihood of surface water flooding (this includes flooding from sewers, drains, small watercourses and ditches that occurs in heavy rainfall) for defined areas, and due to the coarse nature of the source data used, are not detailed enough to account for precise addresses.

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## Norfolk County Council



## Norwich Surface Water Management Plan

### Interactive Mapping

Click on the return period in the table below to view the relevant predicted flood extent during different extreme rainfall events:

1 in 30 year rainfall event (3.3% AEP)

1 in 75 year rainfall event (1.3% AEP)

1 in 100 year rainfall event (1% AEP)

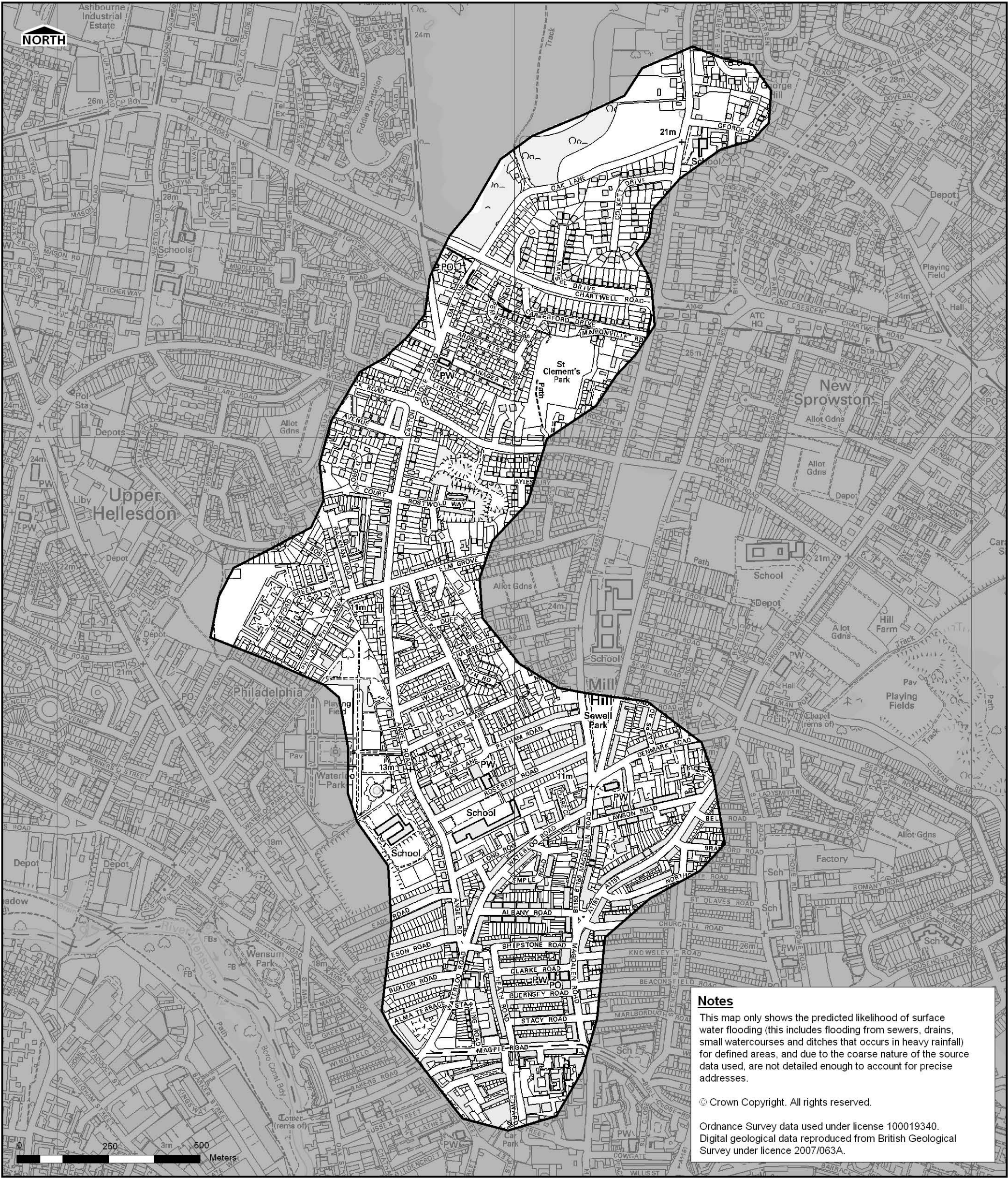
1 in 200 year rainfall event (0.5% AEP)

Scale at A3 1:8,000	Date May 2011	Drawn by J.OGILVIE	Approved by J.ROBINSON
------------------------	------------------	-----------------------	---------------------------



Scott House  
Alencon Link  
Baingstoke  
Hampshire  
RG21 7PP





**Notes**

This map only shows the predicted likelihood of surface water flooding (this includes flooding from sewers, drains, small watercourses and ditches that occurs in heavy rainfall) for defined areas, and due to the coarse nature of the source data used, are not detailed enough to account for precise addresses.

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**Legend**

- CDA Boundary**
- Flood Depth**
- <0.1m
  - 0.1m to 0.25m
  - 0.25m to 0.5m
  - 0.5m to 1.0m
  - 1.0m to 1.5m
  - 1.5m to 2m
  - >2m

**Interactive Mapping**

Click on the return period in the table below to view the relevant predicted flood extent during different extreme rainfall events:

1 in 30 year rainfall event (3.3% AEP)
1 in 75 year rainfall event (1.3% AEP)
1 in 100 year rainfall event (1% AEP)
1 in 200 year rainfall event (0.5% AEP)

**Norfolk County Council**



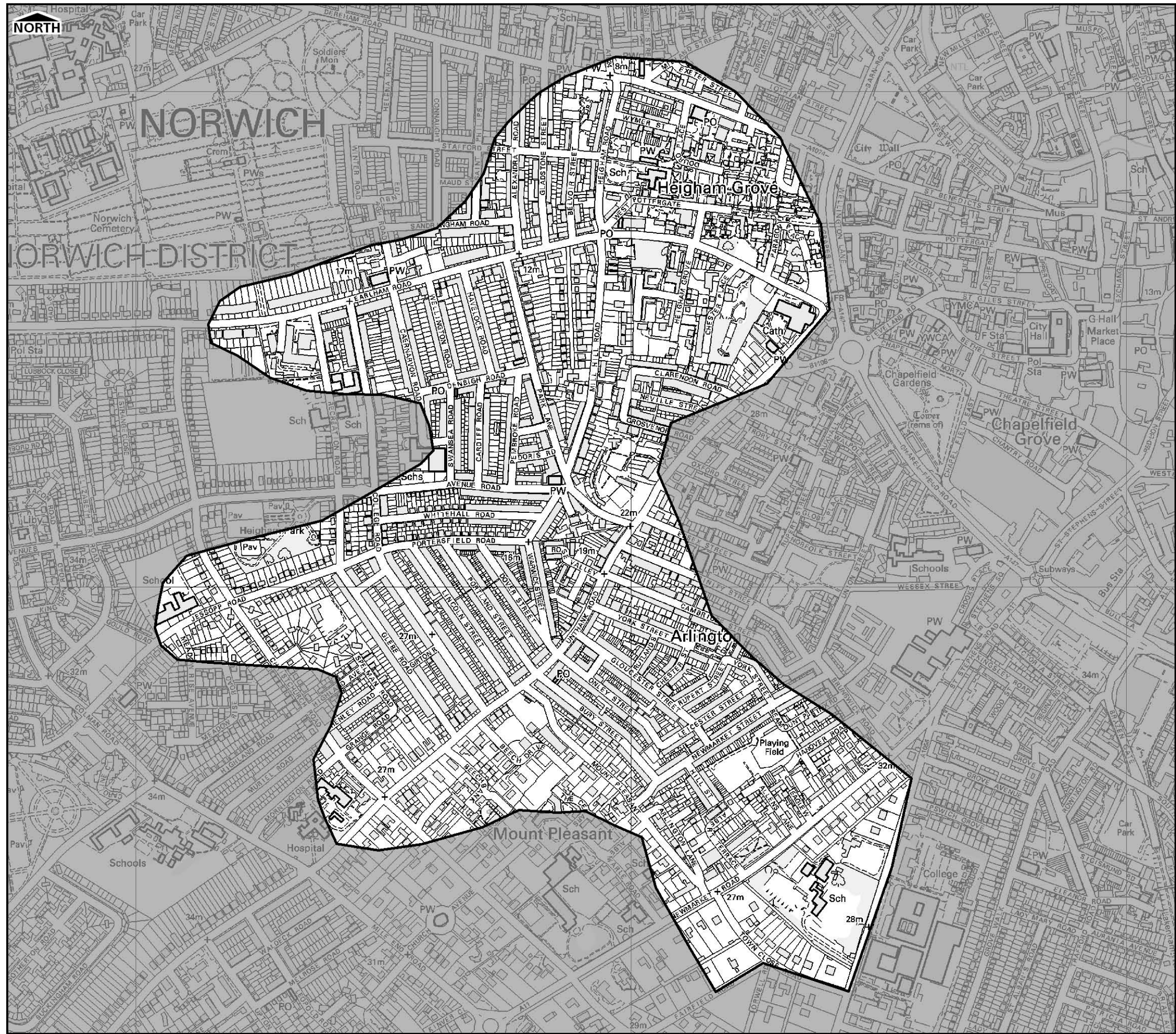
**Surface Water Management Plan**



Scott house  
Alencon Link  
Basingstoke  
Hampshire  
RG21 7PP

Scale at A3 1:8,000	Date 20/05/2011	Drawn by J.OGLIVIE	Approved by J.ROBINSON
------------------------	--------------------	-----------------------	---------------------------






THIS DRAWING MAY BE USED ONLY FOR  
THE PURPOSE INTENDED

### Legend

 CDA Boundary

### Flood Depth

 <0.1m  
 0.1m to 0.25m  
 0.25m to 0.5m  
 0.5m to 1.0m  
 1.0m to 1.5m  
 1.5m to 2m  
 >2m

### Notes

This map only shows the predicted likelihood of surface water flooding (this includes flooding from sewers, drains, small watercourses and ditches that occurs in heavy rainfall) for defined areas, and due to the coarse nature of the source data used, are not detailed enough to account for precise addresses.

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## Norfolk County Council



## Norwich Surface Water Management Plan

### Interactive Mapping

Click on the return period in the table below to view the relevant predicted flood extent during different extreme rainfall events:

1 in 30 year rainfall event (3.3% AEP)
1 in 75 year rainfall event (1.3% AEP)
1 in 100 year rainfall event (1% AEP)
1 in 200 year rainfall event (0.5% AEP)

Scale at A3 1:8,000	Date May 2011	Drawn by J.OGILVIE	Approved by J.ROBINSON
------------------------	------------------	-----------------------	---------------------------



Scott House  
Alencon Link  
Baingstoke  
Hampshire  
RG21 7PP



## Communication and Stakeholder Engagement



There are various professional stakeholders with an interest in knowing more about the risk of flooding from surface water. As part of the SWMP process, a number of groups have been actively engaged in order to ensure that their understanding of surface water flood risk is improved. Presently, flood risk from surface water is less well understood than flooding from rivers or the sea, so the SWMP is an opportunity to communicate with and inform groups about local flood risk from surface water.

The SWMP is also an opportunity to communicate and engage with local residents and communities in order to inform them of the risks associated with surface water flooding in the Norwich area. The public have been engaged in a number of ways throughout the SWMP process in order to raise local awareness and understanding of the key issues across Norwich.

At the beginning of the study, a Communications Plan was produced in order to define the strategy for communication and stakeholder engagement throughout the duration of the study.

The plan aimed to ensure that:

- Members of local authorities are involved in the production of the SWMP and the public engagement activities;

- Stakeholders, including residents and businesses in high risk areas, understand the purpose of the SWMP and have an understanding of surface water flood risk across Norwich;
- Responsible agencies have a greater understanding of local flood risk issues.

To initiate the engagement with local residents a community newsletter was published that was aimed at raising awareness of surface water flooding and the SWMP process. This newsletter was distributed to almost 3,000 residents identified to be at risk of surface water flooding within the three CDAs.

Additionally, a series of three public workshops were held (one in each CDA) in order to give local residents an opportunity to come along and talk to members of the SWMP delivery team, including Council officers and representatives from URS Scott Wilson, the Environment Agency and Anglian Water. These workshops gave residents the chance to learn more about the SWMP study and surface water flood risk across Norwich in general. It also gave them information about what is being done by the Council to manage the risk and what they can do to help themselves.

The community workshops were also an opportunity to learn more about the local area and the history of surface water flooding within the CDA. Residents were able to provide anecdotal details and information on flood history and flood mechanisms, which was used to update existing information in key areas. This was a key point in understanding the frequency of surface water flooding in these areas, which has highlighted areas where the drainage infrastructure falls below the current standards and has already led to improvements in highways gulley maintenance.

Flood visualisation software was used as a way to communicate the risk of flooding in a graphical manner to make the risk of flooding clearer and more understandable. It is important that the risk of flooding and the likely depths of flooding during extreme flood events were communicated effectively and in a way that was clear to understand.

There is a commitment from all the members of the SWMP Steering Group to continue the project work and to seek to implement measures that will reduce the potential flood risk across the Norwich urban area. Communication with residents and stakeholders in the CDAs and other areas vulnerable to surface water flooding is ongoing and shows our long term commitment to reducing the flood risk.

# Sustainable Drainage Solutions

## Green roofs

The vegetated surface provides a degree of retention, attenuation and rainwater.



## Rainwater harvesting systems

Collects rainwater from roofs and other surfaces for use at the property rather than allowing it to drain away.



## Permeable or porous surfaces

Allows water to soak through the surface for storage and/or slow release into the ground or drainage system.



## Filter drains

Trenches filled with a permeable material and often with a perforated pipe in the base.

## Soakaways

An underground structure designed to allow infiltration of surface water.





# Sustainable Drainage Solutions

## Filter strips

Gently sloping vegetated areas designed to drain and filter water.

## Swales

Broad, shallow channels that are designed to store water and allow it to infiltrate into the ground or run slowly into a pond or drainage system.



**Retention / infiltration basins** Vegetated basins that are normally dry, but store water during or following storm events. Can aid infiltration of water into the ground.



## Ponds and wetlands

Shallow areas that are designed to store water and improve water quality.

## Planting

The planting of woodland can slow the rate of water run off and help filter out pollution and sediments.





# Surface water management plan

Norwich urban area  
action plan information

## What can you do?

Measures that you can install  
to help reduce flood risk...

### Water butts

Can provide small scale flood storage.

### Permeable surfaces

Keep or restore permeable surfaces such as grass and gravel to allow water to soak away naturally. This reduces 'run off' from hard surfaces such as tarmac that can cause flooding.



Measures that can be installed  
to protect your property...

- Flood proof doors
- Air brick covers
- Sewer brakes – to prevent backflow through the sewer system
- Waterproofing – floors and lower courses of walls

### Permitted development...

If you are building an extension or conservatory, patio or driveway, ensure that all surface water drainage will not add to the flood risk in your area.



For more detailed information, see the Environment Agency Flood Products leaflet.  
[www.environment-agency.gov.uk/homeandleisure/floods](http://www.environment-agency.gov.uk/homeandleisure/floods)

**Always use a qualified installer for all flood prevention and protection products.**

For further information email:  
[water.management@norfolk.gov.uk](mailto:water.management@norfolk.gov.uk)  
or call: 01603 638081

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communication for all

 **Norfolk** County Council

 **NORWICH**  
City Council

 **South Norfolk**  
COUNCIL

 **Broadland**  
District Council

 **Environment**  
Agency

**anglianwater**



# What will we do?

## We will...

Continue to work in a partnership of local organisations to take forward the actions from the Surface Water Management Plan.

Reduce flood risk and improve water quality in all new housing developments in the Norwich urban area, by ensuring that the development is designed with Sustainable Drainage measures.

Proactively increase your understanding of the risks associated with surface water flooding in your local area and encourage installation of property protection and resistance measures where applicable.

Improve communication within emergency response agencies, to ensure essential transport networks are viable in periods of flooding.

Investigate rainfall and water flow rates to determine flood trigger levels.

Focus attention on the cleaning of highways drains in areas of higher flood risk and improve communication of cleaning times.

Commission a detailed study to look at possible flood reduction measures and reduce flood risk to properties in Drayton, Catton Grove / Sewell and Nelson / Town Close areas.

## Through...

Partnership meetings between local officers and council members.

Consistent Development Control Policy.

Newsletters and website, road shows, public workshops and guided walks.

Reviewing the Multi-Agency Flood Plan.

Installation of rain and water flow gauges.

Reviewing the maintenance frequency in persistent problem areas.

Application for Government funding.

## Sustainable drainage measures



### **Wetlands and ponds:**

shallow areas that are designed to store flood water and improve water quality



### **Permeable paving:**

allows water to soak through the surface for storage before slow release into the ground or drainage system



**Swales:** broad, shallow channels that are designed to store water and allow it to infiltrate into the ground or run slowly into a pond or drainage system

## Glossary of Terms

Term	Definition
<b>AEP</b>	<b>Annual Exceedance Probability</b>
	AEP is the probability associated with a return period. Thus an event of return period 1:100 has an AEP of 1% of occurring.
<b>CDA</b>	<b>Critical Drainage Area</b>
	An area of significant flood risk, characterised by the amount of surface runoff that drains into the area, the topography and hydraulic conditions of the pathway (e.g. sewer, river system), and the receptors (people, properties and infrastructure) that may be affected.
<b>Defra</b>	<b>Department for the environment and rural affairs</b>
<b>Flood</b>	<p>The Flood and Water Management Act 2010 defines a flood as “any case where land not normally covered by water becomes covered by water.”</p> <p>This does not include “a flood from any part of a sewerage system, unless wholly or partly caused by an increase in the volume of rainwater (including snow and other precipitation) entering or otherwise affecting the system, or a flood caused by a burst water main (within the meaning given by section 219 of the Water Industry Act 1991).</p>
<b>FWMA</b>	<b>Flood and Water Management Act 2010</b>
	Part of the UK Government's response to Sir Michael Pitt's Report on the Summer 2007 floods, the aim of which is to clarify the legislative framework for managing surface water flood risk in England.
<b>LLFA</b>	<b>Lead Local Flood Authority</b>
	Local Authority responsible for local flood risk management.
<b>National Receptor Database</b>	The NRD is a mapping layer showing land use and property types.

<b>Ordinary Watercourse</b>	Every river, stream, ditch, drain, cut, dyke, sluice, sewer (other than a public sewer) and passage through which water flows and which does not form part of a main river.
<b>PFRA</b>	<b>Preliminary Flood Risk Assessment</b>
	The PFRA process provides a consistent high level overview of the potential risk of flooding from local sources such as surface water, groundwater and ordinary water courses. Past flood events and mapping of potential future flooding are analysed to highlight the areas of locally significant flood risk.
<b>SuDS</b>	<b>Sustainable Drainage Systems</b>
	SuDS are a more natural approach to managing the rainfall and surface water drainage for a development. SuDS are designed to mimic or improve the natural drainage of a greenfield catchment.
<b>Surface Water Flooding</b>	Surface water flooding is a general term which is used to cover flooding from: <ul style="list-style-type: none"> <li>• Runoff of rainwater from impermeable surfaces, such as roofs, roads, driveways, patios and car parks</li> <li>• groundwater in areas where water has percolated into the soil on high ground and then emerges in lower areas, and</li> <li>• flooding from small streams, drainage ditches, drains or sewers.</li> </ul>
<b>SWMP</b>	<b>Surface Water Management Plan</b>
	A SWMP takes a comprehensive look at the causes of surface water flooding and its consequences, using historical flood records and detailed models of potential future floods.



## Service Planning 2012-15

Report by the Director of Environment, Transport and Development

### Executive Summary

Overview and Scrutiny Panel members will recall that reports in January gave an initial view of service and budget planning for 2012/15. This report covers the next stage of delivery through the draft 2012/15 ETD service plans.

As a result of feedback, 2012/15 service plans have been developed using the single planning process. This process seeks to reduce the amount of bureaucracy, encompassing budget, transformation and change, and operational business planning in a single streamlined process. Overview and Scrutiny Panel members will notice that plans are more streamlined as a result using the underlying principle of linking plans and people rather than duplication.

Overview and Scrutiny Panel members will be aware that last year ETD produced a single over-arching service plan encompassing all areas of front line service delivery within the department. For 2012/15 we have developed a 'suite' of service plans which follow departmental structure comprising of separate plans for each service area. The decision was made to adopt this approach in order to better reflect the variety of services delivered by ETD.

The department's priorities have been informed by the Strategic Review of ETD's services, as part of the Norfolk Forward transformation programme, some of the outputs from which were included as proposals within the Big Conversation consultation. In order to realise savings and continue to streamline the department, work will continue to focus upon delivery of our transformation and efficiency projects identified within Norfolk Forward. At the same time the department needs to remain flexible and responsive to new challenges as they become clear. Priorities identified in the November report remain relevant at the time of reporting.

The service plan attached as [Appendix A](#) is the Public Protection draft service plan which brings together Trading Standards activities with Emergency Planning and Minerals and Waste. This is included to illustrate the approach to service plans. Also, as Trading Standards activities form part of the Council's Policy Framework Overview and Scrutiny Panel members are asked to consider and comment on pages 14 to 16 within this plan and its Appendices 1 and 2 which cover statutory duties under 'The Food and Feed Law Enforcement Plan ([Appendix 1](#))' and 'The Enforcement of Age Restricted Sales Plan ([Appendix 2](#))' and recommend it to Cabinet prior to full Council.

The remaining service plans are available within the Members room and on Members Insight or in hard copy by request.

## **Action required**

Overview and Scrutiny Panel members are invited to review the 'suite' of ETD draft Service Plans and to consider any service areas for further scrutiny and monitoring.

Overview and Scrutiny Panel members are asked as a key decision to consider and comment on pages 14 to 16 and Appendices 1 and 2 of the Public Protection draft service plan which covers Trading Standards activities and recommend these to Cabinet prior to Full Council.

## **1. Background**

- 1.1. Overview and Scrutiny Panel Members will recall that reports in November and January gave an initial view of service and budget planning for 2012/15. This report covers the next stage of delivery through the draft 2012/15 ETD service plans. A copy of the Public Protection draft service plan is attached as Appendix A of this report. The remaining service plans are available within the Members room and on Members Insight or in hard copy by request.

## **2. Changes for 2012/15**

- 2.1. Service plans for 2012/15 look and feel very different. Plans follow the single planning process which has been developed as a result joint work between the Planning, Performance and Partnerships service, Corporate Programme Office and Corporate Finance. The process was developed from discussions with senior management and feedback on the planning process. The founding principles of the single planning process are to develop a simpler, more streamlined process and to reduce the amount of bureaucracy involved. Using this as a basis the process seeks to link plans and people rather than duplicating information that sit elsewhere in the planning system i.e. budgetary and workforce based information. It is important to note that as this is the first year of adopting this approach to planning it will develop further. 2012/15 plans also provide an important link to performance dashboards which form the basis of our performance framework.
- 2.2. Overview and Scrutiny Panel members will be aware that last year we developed a single service plan for ETD. Following the development of this single plan it became apparent that whilst this format is appropriate for services where delivery is linked to an overriding single principle the decision was taken that for 2012/15 ETD should revert to a 'suite' of service plans. This approach will allow the diversity of departmental service delivery to be reflected, giving individual services more flexibility and give sufficient detail to each area of service delivery within the department. This departmental structure, comprising of separate plans for each service area under an Assistant Director is a format which has historically worked well for the department.
- 2.3. Clearer links continue to be established between actions and budgets through services being asked to list where actions have been resourced from. Overview and Scrutiny Members will note that linking resources to actions has not been possible in all cases, however, this approach will be developed further and should be seen as the first step towards greater financial transparency.
- 2.4. 2012/15 service plans see the removal of separation between activity being carried out as part of Norfolk Forward Transformation and Efficiency workstreams and other forms of service delivery. Instead the template recognises that an activity often assists with several different delivery

mechanisms.

- 2.5. In September 2011 Overview and Scrutiny Panel were introduced to ETD's performance dashboard which forms part of the performance framework agreed by Cabinet in May 2011. As development of dashboards after 2011/14 service plans were in place the 2012/15 plans bring these two elements of performance monitoring together for the first time. The dashboard compliments the service plan by providing a snapshot of performance for the department using service priorities to provide an at a glance approach to performance. Therefore by viewing the dashboard together with the service plan it is possible to create an overview of high level performance.
- 2.6. Due to the decision to use the departmental structure as a basis for service plans the dashboard, which can be found at the back of each plan, represents the appropriate 'cut' of measures for each individual service within the department. While the dashboard in its entirety gives an overview of performance for the department, service plans when seen together replicate a similar overview of performance in the form of activity rather than measures. The current Integrated Performance and Finance monitoring report including the ETD dashboard is covered elsewhere on this agenda.

2.7. **Key Decision - Trading Standards Activities**

- 2.8. As part of Organisational Review Trading Standards became part of the Public Protection service, bringing together Trading Standards activities with Emergency Planning and Minerals and Waste. The Public Protection group is responsible for the majority of the County Council's regulatory/law enforcement functions, covering Trading Standards, Civil Parking, Development Control (Planning), Minerals and Waste planning and Resilience (Emergency Planning and Business Continuity).
- 2.9. The Public Protection draft service plan, incorporating Trading Standards, has been developed using analysis of information that reflects the issues and problems people and business face, ensuring that the service is unique and focused on the needs of Norfolk citizens. This includes providing part of the 'national shield' addressing both national issues that affect Norfolk and the impact of Norfolk businesses nationally.
- 2.10. Trading Standards' core function is to protect consumers and businesses from rogue traders and detrimental trading practices, and support economic growth and well being, especially in small businesses, by ensuring a fair, responsible and competitive trading environment. Trading Standards also has an important role in ensuring a safe, healthy and sustainable food chain through animal welfare, disease control and food safety. The service ensures that goods are safe and contributes to helping people to live healthier lives by preventing ill health and harm and promoting public health.
- 2.11. Trading Standards statutory duties are identified under the constitution, and must therefore be reported to Full Council. In order to fulfil these requirements under the constitution Overview and Scrutiny Panel member's attention is drawn to:
- The Food and Feed Law Enforcement Plan (Appendix 1)
  - The Enforcement of Age Restricted Sales Plan (Appendix 2)

The Food and Feed Law Enforcement Plan is a statutory plan required by the Food Standards Agency; the Enforcement of Age Restricted Sales Plan

enables the County Council to discharge its statutory duty to consider and review annually its enforcement of the Children and Young Persons (Protection from Tobacco) Act 1991.

Overview and Scrutiny Panel members are asked to consider and comment on Trading Standards activities held on pages 14 to 16 within the Public Protection draft service plan and recommend it to Cabinet prior to full Council.

## 2.12. **Risks / Pressures**

- 2.13. Risks against achieving service objectives have been identified within the appropriate service plan. Some of the risks identified are carried forward from the 2011/14 service plans where applicable. A follow on exercise will be carried out by the central Risk and Insurance team to review and develop the ETD risk register in light of risks identified within 2012/15 service plans where appropriate.

## 2.14. **Single Impact Assessments**

- 2.15. A review of the contents of Single Impact Assessments has been carried out along side service planning to ensure their relevancy to ongoing service delivery. The Single Impact Assessment looks at cross-cutting issues such as accessibility, community cohesion, environmental and economic sustainability. Where appropriate actions have been included within service plans in order to address significant issues.

## 3. **Resource Implications**

- 3.1. **Finance** : Issues are addressed within the draft Service Plans and were reported to November and January Overview and Scrutiny Panels.

- 3.2. **Staff** : Issues are addressed within draft Service Plans

- 3.3. **Property** : Issues are addressed within draft Service Plans

- 3.4. **IT** : Issues are addressed within draft Service Plans

## 4. **Other Implications**

- 4.1. **Legal Implications** : None

- 4.2. **Human Rights** : None

- 4.3. **Equality Impact Assessment (EqIA)** :

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

Details of equality assessments are available from the project lead for the

relevant area of work, or alternatively, please contact the Planning, Performance & Partnerships team.

4.4. **Communications** : Covered within the draft Service Plans

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

5.1. Issues are addressed within single impact assessments.

5.2. The implications of Trading Standards activities within the Public Protection draft Service Plan in relation to their impact on crime and disorder reduction have been considered. The Trading Standards service has an important core role in dealing with crime and disorder. The continued improvement to the Trading Standards service, in a way that meets both local and national priorities, is key to ensuring the continued positive impact the service has.

6. **Risk Implications/Assessment**

6.1. Relevant risks and opportunities have been identified within the draft Service Plans.

7. **Alternative Options**

7.1. None

8. **Conclusion**

8.1. Service plans for 2012/15 are based upon the principles of the single planning process. Further development of the approach will be required in order to develop this further. The format of service planning for ETD has changed from the 2011/14 to reflect main service areas rather than a single plan approach.

A copy of the Public Protection service plan is included as appendix A to this report and the remaining service plans are available within the Members room and on Members Insight or in hard copy by request.

**Action Required**

- (i) Overview and Scrutiny Panel members are invited to review the 'suite' of ETD draft Service Plans and to consider any service areas for further scrutiny and monitoring.
- (ii) Overview and Scrutiny Panel members are asked as a key decision to consider and comment on pages 14 to 16 and Appendices 1 and 2 of the Public Protection draft service plan which covers Trading Standards activities and recommend these to Cabinet prior to Full Council.

**Background Papers**

None

## Officer Contact

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

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



# Public Protection

Environment, Transport & Development

## Service Plan 2012-15

David Collinson, Assistant Director

Signed: .....



**Norfolk** County Council  
@ your service

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# 1. Our service

## Service profile

### **Our customers**

All residents (consumers) and business are affected by our work. In addition, our work ensures that businesses operating in Norfolk comply with essential matters that impact on our county, the nation and the EU, through their trading.

Most of our customers benefit passively from our work in ensuring safe trading, community preparedness and the physical environment and in the work that we do preparing for, taking action and responding to incidents. However, where we do need to intervene directly, our customers are often vulnerable, including the young.

Our business customer profile ranges from the smallest to the largest in Norfolk, retailers to producers/manufacturers. Our interventions are all risk based, giving focus and support to the most vulnerable and highest risk.

### **What we deliver for Norfolk**

The Public Protection group is responsible for the majority of the County Council's regulatory/law enforcement functions, covering Trading Standards, Civil Parking, Development Control (Planning), Minerals and Waste planning and Resilience (Emergency Planning and Business Continuity).

These services are universal, protecting and helping everybody who lives, works in or visits Norfolk. Outcomes are about protecting the economic interests, safety and health of the people of Norfolk and Norfolk's environment.

### **Trading Standards:**

Trading Standards' core function is to protect our consumers and businesses from rogue traders and detrimental trading practices, and support economic growth and well being, especially in small businesses, by ensuring a fair, responsible and competitive trading environment. Trading Standards also has an important role in ensuring a safe, healthy and sustainable food chain through animal welfare, disease control and food safety. The service ensures that goods are safe and contributes to helping people to live healthier lives by preventing ill health and harm and promoting public health.

Key activities include:

- Investigating illegal or unfair trading practices affecting consumers and honest business
- Conducting targeted inspection programmes, focusing on those businesses and issues presenting the highest risk to consumers, to check compliance in relation to trading standards, food and animal health legislation
- Sampling, testing and checking goods and services, such as food, electrical goods and contract terms for description and safety
- Reducing harm and anti social behaviour by tackling underage sales of goods such as alcohol and tobacco
- Assisting older and/or vulnerable people to live independent lives by helping them avoid disreputable traders
- Providing a metrological calibration and verification service for businesses

- Providing information and advice to support businesses to achieve compliance with legal requirements
- Providing information and advice to help consumers understand trading standards law, to avoid problems and scams and enable the resolution of disputes between consumers and businesses.

### **Planning Services:**

We produce the statutory policy framework that ensures that the county has sufficient waste management facilities and minerals to meet its current and future needs.

We ensure that mineral and waste development proposals meet local and national policy, including the County's vision of being a leader in waste minimisation, maximising the diversion of waste from landfill and enhancing Norfolk's biodiversity. We do this by providing advice to developers and ensuring planning conditions are followed and unlawful developments are tackled, monitoring issued planning permissions and where appropriate discharging conditions.

Key activities include:

- Developing the strategic framework for the allocation of development sites for Mineral and Waste.
- Determining planning applications for minerals sites, waste management facilities and the County Council's own development, eg schools, fire stations, libraries.
- Determining applications to discharge planning conditions
- Processing applications for Certificated of Lawful Use
- Processing applications for listed building consent
- Inspecting sites subject to planning permissions issued by the County Council
- Taking enforcement action including the issuing of enforcement notices, breach of condition notices and stop notices, including the defending appeals to the planning inspectorate and the courts.
- Surveying the quantities of minerals extracted and waste managed within the county.

### **Resilience:**

The Resilience Team supports the County Council in its duty in preparing for and managing incidents/emergencies affecting the services delivered by the Council to ensure continued service delivery. We lead on work with partners, business and communities in the preparedness for and management of major emergencies/incidents, and subsequent recovery.

Key activities include:

- Co-operation with other agencies  
Actively engage with other emergency planning agencies across Norfolk via the Norfolk Resilience Forum (NRF) at strategic, tactical and working group level to manage/facilitate joint planning, training and exercises.
- Information sharing  
Actively assist in the management with partners, in the delivery of training and awareness events to delivery partners and statutory bodies to develop skills, knowledge and share best practice in Emergency and Business Continuity Management.
- Risk assessment  
Assist in the development of Community Risk assessments to inform the Norfolk communities and emergency planning partners, to inform the work of

the service, partners and communities.

- Business Continuity management  
Work with all NCC departments and Breckland Council (as part of shared service) to support Business Continuity Management.
- Business and community preparedness  
Provide advice, support and assistance to the Business and Voluntary/Faith Sector Organisations, including Town and Parish Councils and engage with the community about the risks existing in Norfolk and support them to develop appropriate arrangements to deal with or minimise incidents.

### **Civil Parking:**

- Implementation of civil parking enforcement across Norfolk including on-street and back-office functions. This replaces the Police Traffic Warden Service.
- Delegation and management of parking enforcement function across the county (excluding City of Norwich) to Great Yarmouth, King's Lynn and West Norfolk and South Norfolk Councils through a Joint Committee.
- Introduction of measures to improve the long term sustainability of the civil parking enforcement service.

### **Our people**

A workforce plan is currently being put together based upon the current and future work requirements of NCC. This plan will determine how the workforce including its skills base will meet current and future priorities for service delivery.

### **Our partners**

Strategic partners:

- Consumer Support Network (CSN)
- County Community Safety Partnership (CCSP)
- Citizens Advice (CA)
- East of England Trading Standards Authorities (EETSA)
- Local Enterprise Partnership (LEP)
- Mott McDonald
- Norfolk Association of Local Councils (NALC)
- Norfolk Resilience Forum (NRF)
- Category 1 Responders, including Police, Local Authorities.

National regulators, including:

- Department for Business, Innovation and Skills (BIS)
- Department for Environment, Food and Rural Affairs (DEFRA)
- Environment Agency (EA)
- Food Standards Agency (FSA)
- Health and Safety Executive (HSE)
- Home Office (HO)
- England Illegal Money Lending Team (ILMT)
- Office of Fair Trading (OFT)
- Maritime and Coastguard Agency (MCA)
- Serious Organised Crime Agency (SOCA)
- Traffic Penalty Tribunal (TPT)
- National Police Improvement Agency (NPIA)
- Department for Communities and Local Government (DCLG)
- Cabinet Office (CO)

National and regional health and defence agencies, including:

- Health Protection Agency (HPA)
- East of England Ambulance Service NHS Trust
- Department of Health (DH)
- The Military
- NHS Norfolk
- Smoke Free Norfolk Alliance

Statutory consultees, including:

- Natural England
- Environment Agency (EA)

Category 2 Responders as defined in the Civil Contingencies Act 2004. They include such agencies as:

- Gas and electricity generators and distributors
- Fixed and mobile telecommunications providers
- Water and sewerage undertakers
- A range of transport companies

In addition the NRF has developed extensive stakeholder arrangements with many diverse groups across the county, in addition to the voluntary and faith sectors.

### **Our budget**

Our total budget for 2012/13, including staff and cost of services is £4.047m

### **Where we work**

All Public Protection services are delivered on a countywide basis. The Resilience Team are also involved in the delivery of some national services, for example the DEFRA led East Coast Flood Inundation Group, (a nationally identified threat). Trading Standards work closely with regional and national services on cross-border issues affecting Norfolk.

## **Service review**

### **How we are performing including key risks and key drivers for our service** **Trading Standards**

We have continued to support innovative measures to support and protect people from being victims of rogue traders, including expansion of our No Cold Calling Zones, Trusted Trader and Community Alcohol Action Partnership schemes. We continue to review our use of resources to ensure we can continue to tackle high risk activities that impact on the economy and people's health. Just mass market scams (eg emails and letter drops) are estimated to cost Norfolk people £50M per annum and this is one example of our targeted educational work which successfully engages more Norfolk people each year, helping people avoid being victims. Norfolk has remained free for a number of years from the devastating effects of animal disease amongst our herds (amongst the largest in the UK) due to our planning and work with the farming community on bio-security.

The economic downturn presents a significant risk with criminal activity affecting honest business and devastating consumers' lives. We will work to engage even better with

business and communities to help them help themselves by increasing the use of self-help information and ensuring that we focus our resources on the greatest risks to our economy and health. Working better with others (locally and nationally) will be a key to our success and we are contributing to national leadership on how we better join up service delivery for the benefit of Norfolk people.

The emerging new Public Health System will draw heavily on the important work we do on tobacco control and ensuring/promoting healthy food as well as our crime and disorder activity which affects well-being. The Government's new National Regulatory Outcomes which provide a framework for the national Trading Standards activities closely reflect our existing priorities due to regular local assessment and will require no significant refocus. These are:

- Support economic growth, especially in small businesses, by ensuring a fair, responsible and competitive trading environment
- Protect the environment for future generations
- Improve quality of life and wellbeing by ensuring clean and safe neighbourhoods
- Help people to live healthier lives by preventing ill health and harm and promoting public health
- Ensure a safe, healthy and sustainable food chain for the benefits of consumers and the rural economy.

The threat assessment and control strategy for Trading Standards' work picking up local threats will mean the following areas will be a key focus (for further explanation see footnotes at end of Section 2):

- Mass marketing scams <sup>(1)</sup>
- Doorstep crime <sup>(2)</sup>
- Intellectual property crime <sup>(3)</sup>
- Community health issues (false food claims and fraud, tobacco control, alcohol sales) <sup>(4)</sup>
- Animal disease control and farming <sup>(5)</sup>
- Protecting economic interests of consumers and businesses
- Internet crime and confidence in e-shopping <sup>(6)</sup>

In setting out its consumer protection review, the Coalition Government has made it very clear that the future is to be built on the twin pillars of Citizens Advice and Trading Standards Services. Trading Standards has always had a strong and effective relationship with Citizens Advice and will continue to build upon this. Key elements will be in reviewing the effectiveness of the newly implemented Citizens Advice helpline (previously Consumer Direct) and the development of a delivery model for national consumer protection issues.

We are required by the Food Standards Agency and the Home Office respectively to provide and review our plans to deal with Food Law enforcement and our control strategy for tobacco.

This information is annexed to this plan as the Food and Feed Law Enforcement Plan (FFLEP) and the Enforcement of Age Restricted Sales (EARS) plan.

## **Planning Services**

We have successfully put into place the core strategy supporting the future framework for

the allocation of Mineral and Waste sites over the next fifteen years. The adoption of the allocated sites expected to be considered by the Secretary of State this year will give significant certainty to residents and developers over the future use of sites across Norfolk.

This last year saw significant review, working with stakeholders, of procedures dealing with supporting applicants and determining planning applications – particularly for the County's own developments. This has improved timescales and certainty around processes that affect funding and outcomes for the people of Norfolk and together with our implementation of a full e-planning service has reduced costs for applicants considerably and improved engagement on planning matters.

Improving our opportunity for influencing developers on sustainable development and helping applicants to 'get it right first time' will continue to be a focus of our improvement work. Expected future requirements to locally set fees and charges for discretionary and statutory activities will enable effective use of resources to support developers even further and offer additional services and we will be developing this during the year in readiness.

The emerging new National Planning Policy framework will steer the way in which the planning function is delivered over the remaining plan period. Emerging policy will need to be assessed against the new national policy, the ways in which officers and members engage local communities will need to evolve to reflect the aspirations of the Act.

Particular priorities will include significant infrastructure developments for waste and mineral development and continue our successful work in safeguarding the environment from unlawful activities.

## **Resilience**

The review of partner arrangements and restructuring within the service over the last year was driven by the need to ensure sufficient focus on the core role of the service of maintaining emergency preparedness for the community and the key infrastructure within Norfolk and ensuring successful internal Business continuity management arrangements.

Our leadership role in the essential partnership arrangements, principally via the NRF, to protect Norfolk remains critical and we have maintained very successful arrangements and joint working with both statutory bodies and the voluntary sector. As well as working closely with all authorities in Norfolk, we deliver with Breckland Council their Resilience function, creating efficiencies for both Councils along with improved coordination. Developing further our engagement with businesses and the community will be a particular focus, helping people to take the necessary steps to be prepared for incidents that could affect their lives, well-being or property. (7) (8) (See footnotes on page 8).

We have a very well developed programme for reviewing and planning for 'Controls on Major Accident Hazards', Pipeline and Major Accident Control Regulations and this will be a priority to maintain.

In the last 2 years we made a step change in our approach to internal Business Continuity arrangements, with the adoption of a new framework for its management, and this year will see further implementation of our support programme in ensuring our Council is able to maintain critical services in the event of disruption.

## **Civil Parking**

With the introduction of a Civil Parking Area across the whole of Norfolk in 2011, we successfully implemented Civil Parking Enforcement, replacing the Police Traffic Warden Service.

Although the function is the responsibility of the County Council, we agreed and implemented delegated arrangements with District partners, making the best use of synergies with existing car parking control measures by District Councils.

Parking controls are essential to protect or facilitate the use of our roads but can often be controversial. We intend developing close future parking control measures to support the economy and local communities. People wish to see parking controls consistently and fairly enforced for the benefit of all and we will be developing an approach to ensure future schemes are transparent, and balance the sometimes competing needs of different parts of the community.

Key to this will be close working with District partners via the governance of the new Joint Norfolk Parking Partnership Committee which will oversee future parking implementation on the streets of Norfolk.

#### **Section footnotes:**

1. Mass market scams (eg mail drops/emails) are estimated to cost Norfolk people £50million per annum.
2. A method of trade worth of £2billion in the UK. 7% of adults have felt unfairly pressured to buy from home maintenance salesmen.
3. Best estimates suggest this crime is worth £1.5billion per annum in the UK.
4. Dioxin food contamination incident cost the Irish economy approx €1billion. 100,000 people die of smoking related disease per annum in the UK, being the biggest preventable cause of death and the NHS spends more than £2.7billion per annum on treatment. 80% of smokers start before 18yrs. Smoking just one cigarette in childhood doubles the likelihood of take up by age 17.
5. Potential for significant food manufacture, agricultural and tourism impact, with these sectors accounting for 20% of employment in Norfolk. Foot and Mouth in 2001 cost more than £8billion to the UK economy. Norfolk has one of the largest overall animal herds in the UK. Norfolk accounts for 54% of all livestock in the East of England. Norfolk is the second-largest grain/vegetable producer in the UK.
6. E-shopping now accounts for approximately 10% of all spending in the UK.
7. The risk of flooding could potentially affect over 50,000 properties in Norfolk.
8. 80% of businesses that suffer a major incident and don't have any form of contingency planning never re-open or close within 18 months.

#### **Business Continuity**

No additional activities for the service were identified as a result of the Business Continuity checklist. More information on business continuity activity relevant to this service is held within the relevant action plan.

## 2. Our priorities

### **Our service priorities for the next 3 years**

Like all NCC's services, we focus on those that will make the biggest difference to the citizens of Norfolk. Although much of our work is driven by our legal responsibilities, the way we go about these is determined by priorities identified by our intelligence systems, ensuring that we address local and national issues. In carrying out our regulatory activities we look carefully at what the law is trying to achieve and ensure we apply the law appropriately and proportionately to meet important outcomes for people and business. As well as our reactive work, protecting the citizens of Norfolk, we recognise that preventative measures, ensuring business compliance on core matters and helping the public avoid problems, is key to health, safety and economic prosperity.

A particular focus for this Service Plan are the following priorities:

#### **Trading Standards:**

- Rogue trading (full range of Trading Standards activities, including Weights and Measures fraud)
- Alcohol and tobacco control, affecting health and antisocial behaviour
- Mass marketing scams aimed at consumers and business
- Intellectual property crime
- Rogue traders affecting the vulnerable
- Food safety – particularly food production
- Animal disease control measures
- E-crime

#### **Planning Services:**

- Major infrastructure applications
- Mineral and Waste Site Allocation framework adoption
- Review of fees and charges; local validation list

#### **Resilience:**

- Review and exercise of Community Risk Register as part of the Norfolk Resilience Forum
- Review and testing programme of COMAH (Control of Major Hazards), Pipeline and Major Accident Control Regulations plans
- Business Continuity management programme
- Community/business resilience support (eg coastal flood risk)
- Community engagement on preparedness

#### **Civil Parking:**

- Management of implementation plans and policy development
- Development of model for sustainable application of Civil Parking Enforcement

All services within the Public Protection Group will be reviewing how we continue to support customers by making information easier to access, understand and relevant to their needs. We will prioritise interventions on those areas of greatest need while ensuring access to quality information is available to all.



## **How our priorities help to deliver the County Council's 3 Strategic Ambitions**

### **A vibrant, strong and sustainable economy**

**Trading Standards:** A key objective of the Trading Standards Service is to support economic growth, especially in small businesses, by ensuring a fair, responsible and competitive trading environment. This promotes consumer confidence, which businesses depend upon, and reduces opportunities for black market trading, which affects honest business and impacts on the overall growth of the UK.

**Planning Services:** Sufficient minerals resources and waste management capacity are essential infrastructure needs for an economically successful county. Good quality forward planning will ensure that the county has sufficient facilities in the most appropriate locations while effective development control and monitoring will ensure that the impact is minimised and environmental benefits such as restoration are realised.

**Resilience:** The enhancement of resilience across the Authority and throughout Norfolk will help to provide a vibrant, strong and sustainable community should an emergency occur, such as an East Coast Flood, which would have an impact on a wide community within Norfolk. Preparedness and resilience assists in the Health and Well Being of our community before, during and after an incident/emergency.

**Civil Parking:** The enforcement of parking controls improves accessibility which helps to sustain a vibrant and strong economy across Norfolk.

### **Aspirational people with high levels of achievement**

**Trading Standards:** A key element of Trading Standards' work is in empowering consumers and businesses to be informed, confident and successful. This includes through the provision of consumer support and information, helping to avoid problems such as scams, or by providing businesses with advice and support to help improve current and future compliance with trading standards. Educational achievement is strongly linked to health, and alcohol and tobacco misuse has a significant effect on both.

**Planning Services:** High quality design in educational facilities is recognised as making a significant contribution to delivering good quality education and appropriate controls ensure that new development meets local requirements/policy, safeguarding the Norfolk environment.

### **An inspirational place with a clear sense of identity**

**Trading Standards:** Norfolk is an area of low crime, and detrimental and criminal activities will not be tolerated. As part of a wider review of our work we are strengthening responses to locality issues, and diversifying our activity according to requirements emerging from the Localism Bill. Working with key partners, the service will ensure that it continues to support improvements to neighbourhood issues such as those relating to local anti-social behaviour. We will also continue to support and develop interventions that support wider community safety and public health, such as community based 'No Cold Calling Zones', and through initiatives that support a reduction in underage sales of alcohol, tobacco and other products to young people.

**Planning Services:** Norfolk prides itself on providing a quality environment for its people by directing development to the most appropriate locations, steering it away from

inappropriate ones. By driving up quality the planning service can ensure that Norfolk's environment is protected for current and future generations.

## **How our priorities help to deliver the County Council's 6 core roles**

### **Speaking up for Norfolk**

- Representing Norfolk's interests on regional Aggregates working groups and waste advisory boards
- Leading on representing Norfolk's and the regions interests in national consumer protection
- Influence on flood response via East Coast Flood Forum

### **Assessing and commissioning**

- Safety net for ensuring the effective delivery of commissioned services are protected by trading laws

### **Economic infrastructure**

- Protecting our consumer and business community from rogue traders and detrimental trading practices, ensuring a fair, responsible and competitive trading environment
- Protecting the farming industry from disease and contamination impact
- Providing a specialist metrological calibration and verification service for businesses
- Providing information and advice to support businesses to achieve legal compliance and preparedness for incidents
- Providing resilience activity to help a speedy recovery from a major incident/emergency
- Ensuring that developers have local access to the minerals and waste management infrastructure necessary for communities to grow

### **Safety net for vulnerable people**

- Assisting older and/or vulnerable people to live independent lives by helping them avoid disreputable traders
- Reducing harm and anti social behaviour by tackling underage sales of goods such as alcohol and tobacco
- Providing information and advice to help consumers understand trading standards law, to avoid problems and scams and enable the resolution of disputes between consumers and businesses
- Provide resilience support for the vulnerable at the time of and prior to a major incident/emergency

### **Signposting to services**

- Directing our more confident citizens and businesses to self-help via our web information

### **Enabling communities**

- Consumer Champions, Trusted Trader/Business schemes
- Community Alcohol Partnerships
- No Cold Calling Zones
- Local community business and emergency plans

## 3. Our budget

### The budget for this service

Our total budget for 2012/13, including staff and cost of services, is £4.047m

**For a summary of our service budget – see the following links:**

Medium Term Financial Plan – this plan sets out the Council's financial strategy and planned allocation of resources at a department level over the next three years, including agreed changes to resources and the reasons for these (in the case of additional resources) or the actions to reduce costs/achieve savings (in the case of reductions in resources). All components of the plan are agreed by Members during the planning process or in the case of the budget itself by County Council in February.

Budget Book – The detailed budget book provides a summary of budget information, for easy reference. It more clearly helps answer questions about how the £600m is allocated across the Council's services and how the budget is spent (i.e. is the service mainly provided in-house with high proportion of staff costs or predominately commissioned externally). It can be used by members and managers to identify further questions/areas for analysis about spend and efficiency.

### Budget savings

The following shows known budget savings relevant to the service. Throughout this plan, any actions that will contribute to the delivery of these budget savings will be identified by the budget saving reference (i.e. [C4])

Budget saving reference	Description	Savings required		
		2012/13	2013/14	2014/15
H8	Increased income from Planning Services	£10,000		
H6	Civil Parking Enforcement	£50,000	£200,000	£0
E13	Planning Service	£100,000	£300,000	
E9	Management savings in Public Protection services		£100,000	
E10	Streamline Public Protection through better joint working	£87,000		
E16	Re-shape and reduce Trading Standards activities for consumers and businesses	£225,000		

## 4. Delivering our priorities

This section includes detail of actions that the service will deliver in order to meet its priorities. Actions will contribute to delivery of priorities through various delivery mechanisms split into the following: Norfolk Forward (our Transformation and Efficiency programme), Commissioning activity, Change Management or Service Delivery. Activities may encompass several of these mechanisms as part of their general approach. The following template includes provision to identify which delivery mechanism(s) each activity will employ.

<b>Key</b>	<b>Norfolk Forward [NF]</b>	<b>Service Delivery [SD]</b>
	<b>Commissioning Activity [CA]</b>	<b>Continuous Improvement [CI]</b>

<b>Service Objective</b>	<b>Empower and protect consumers and businesses</b>						
<b>Lead</b>	<b>David Collinson, Assistant Director Public Protection</b>						
<b>Risks to achieving this objective</b>	<ul style="list-style-type: none"> <li>• Failure to properly exercise powers or comply with statutory time constraints could lead to failure of enforcement action, including prosecutions with subsequent financial loss/reputational risk</li> <li>• In the event of a major animal disease outbreak resources would have to be diverted to enable an adequate response, thus preventing the Trading Standards and Resilience teams from delivering the full range of services expected</li> <li>• The service is unable to deliver its services efficiently or effectively because of a failure of a key front line contractor</li> </ul>						
<b>Action</b>	<b>Milestones</b>	<b>Delivery mechanism</b>				<b>Owner</b>	<b>Level funded from</b>
		[NF]	[CA]	[SD]	[CI]		
<b>Year 1 (2012-13)</b>							
Protect consumers and businesses by responding to fraudulent, illegal and unfair trading practices.				✓		Catherine Girvan	Business/ Consumer Operations [£2.123M]
Ensuring fair and safe trading of goods and services, through a programme of intelligence-led market surveillance and enforcement activities to monitor and improve business compliance and consumer protection				✓		Jon Peddle	Business Operations [£0.968M]

Engagement with and the provision of business information, advice and support to achieve compliance, particularly to small businesses				✓		Jon Peddle	Business Operations [£0.968M]
Support vulnerable people through the provision of consumer advice, information and intervention to help them avoid problems/scams and enable the resolution of disputes between consumers and businesses. Provide signposting and information to support consumers to deal with problems				✓		Alice Barnes	Consumer Operations [£1.155M]
Provision of legal and commercial metrological calibration and verification services to businesses				✓		Adrian Chapman	Business Operations [£0.968M]
<p>Improve community safety and public health by:</p> <ul style="list-style-type: none"> <li>tackling the supply of alcohol, tobacco and other age restricted products to young people and the supply of illicit tobacco and alcohol, and</li> <li>supporting vulnerable people by addressing rogue trading</li> </ul>				✓		Maureen Cleall	Consumer Operations [£1.155M]
Ensure the standards of animal health and welfare and reduce the risk of animal disease outbreaks, associated disruption and associated risks to public health				✓		Brian Chatten	Business Operations [£0.968M]

Ensure the standards, quality, safety and hygiene of animal feeds and agricultural fertilisers				✓		Brian Chatten	Business Operations [£0.968M]
Ensure the standards, quality, safety and hygiene of food and promoting healthy eating				✓		Jon Peddle	Business Operations [£0.968M]
Continue to encourage our more confident consumers and businesses to self-help via our web information/assisted information	Channel shift of consumers and businesses accessing information and advice by end March 2013	✓			✓	Alice Barnes	Consumer Operations [£1.155M]

<b>Service Objective</b>	<b>Ensure developments meet local and national policies and safeguard the environment and communities</b>						
<b>Lead</b>	<b>David Collinson, Assistant Director Public Protection</b>						
<b>Risks to achieving this objective</b>	<ul style="list-style-type: none"> <li>Competing objectives of high quality design and sustainability will be harder to achieve with decreasing budgets for future schemes.</li> </ul>						
<b>Action</b>	<b>Milestones</b>	<b>Delivery mechanism</b>				<b>Owner</b>	<b>Level funded from</b>
		<b>[NF]</b>	<b>[CA]</b>	<b>[SD]</b>	<b>[CI]</b>		
<b>Year 1 (2012-13)</b>							
Scrutinise and determine planning applications for minerals, waste and County Council's own development including associated screening/scoping opinions, Discharge of Conditions applications, and inquiries relating to Pre-application advice, informal/PD enquiries and responding to general consultations.				✓		Natalie Levett	Planning Services [£1.023M]
Production of strategic development plan documents and supporting evidence	<ul style="list-style-type: none"> <li>Complete the consultation on soundness of the minerals and waste site allocation documents</li> <li>Submit the Site allocation documents to the planning inspectorate</li> </ul>			✓		Caroline Jeffery	Planning Services [£1.023M]



	<ul style="list-style-type: none"> <li>Support the examination of the Waste and Minerals allocation documents through the public hearing.</li> <li>Adoption of Site allocation documents by Full Council</li> </ul>						
Ensure that breaches of planning control have an appropriate enforcement response.	<ul style="list-style-type: none"> <li>Implementation of routine reporting regime for all customers and members.</li> </ul>			✓		John Bailey	Planning Services [£1.023M]
Continual improvement of the development management process and guidelines.	<ul style="list-style-type: none"> <li>Completion of key benchmarking activities on time recording</li> <li>Review and adoption of local list of validation requirements.</li> <li>Review of validation practice</li> <li>Implementation of key actions from Business Process Review</li> </ul>				✓	Nick Johnson	Planning Services [£1.023M]
Develop the e-planning solution for the Planning service	<ul style="list-style-type: none"> <li>Develop automated and self service for users, to provide easy access to data and applications.</li> <li>Stakeholder review</li> </ul>				✓	Nick Johnson	Planning Services [£1.023M]

<b>Service Objective</b>		<b>Ensure services and communities are prepared for and resilient to incidents/emergencies.</b>					
<b>Lead</b>		<b>David Collinson, Assistant Director Public Protection</b>					
<b>Risks to achieving this objective</b>		Effective engagement of internal and external partners and communities is required to ensure planning and ownership is robust.					
<b>Action</b>	<b>Milestones</b>	<b>Delivery mechanism</b>				<b>Owner</b>	<b>Level funded from</b>
		<b>[NF]</b>	<b>[CA]</b>	<b>[SD]</b>	<b>[CI]</b>		
<b>Year 1 (2012-13)</b>							
Participation in the Norfolk Resilience Forum Community Risk Register Group to identify risks to Norfolk.	<ul style="list-style-type: none"> <li>To deliver appropriate preparedness and response arrangements for Norfolk County Council in line with identified needs.</li> <li>To actively engage in the production and review of the NCC elements of NRF plans proportionate to the identified risks or legislation, in line with the plan review schedule.</li> <li>To produce and/or review Control of Major Accident Hazard (COMAH), Major Accident Control Regulation (MACR) and Pipeline Regulation Plans as legally required by the Authority.</li> </ul>			✓	✓	John Ellis	Resilience [£0.400m]
Engage with and implement the Norfolk Resilience Forum Business Plan.	<ul style="list-style-type: none"> <li>The delivery of the NCC elements of the NRF Business Plan according to the plan time line</li> </ul>			✓	✓	John Ellis	Resilience [£0.400m]

Implement the NCC Business Continuity Framework.	<ul style="list-style-type: none"> <li>• Agreement of Business Continuity Programme with COG.</li> <li>• To ensure the Business Continuity priorities are implemented/updated.</li> </ul>			✓	✓	Emma Tipple	Resilience [£0.400m]
Implement a Community Engagement Strategy to assist communities to identify risks within their area and encourage them to help themselves, by producing Community Emergency Plans	<ul style="list-style-type: none"> <li>• Engage with key community stakeholders to promote activities, such as the production of Community Emergency, Family, Personal and Business Continuity Plans.</li> <li>• To work with NRF Partners to update and promote the NRF website</li> <li>• To review, update and promote the NCC and NORMIT websites.</li> <li>• Promote production and/or improvements to communities at risk of coastal flooding resilience plans.</li> </ul>	✓		✓	✓	Sarah Alcock	Resilience [£0.400m]
To develop and agree Corporate Work area Recovery arrangements with critical service areas.	<ul style="list-style-type: none"> <li>• To document invocation procedures.</li> <li>• To complete a test of the Corporate WAR site.</li> <li>• To ensure departments are aware of arrangements.</li> </ul>			✓	✓	Emma Tipple	Resilience [£0.400m]
Liaise with other organisations across Norfolk to manage/facilitate joint training and exercising.	<ul style="list-style-type: none"> <li>• Delivery of, or assist in the delivery of, Training Events</li> <li>• Delivery of, or assist in the delivery of, Exercises</li> </ul>			✓	✓	Sarah Alcock	Resilience [£0.400m]
Engage with Norfolk Local Authority partners to assist in influencing Resilience activities	<ul style="list-style-type: none"> <li>• Agree actions with District Resilience leads to help promote inter Local Authority resilience working.</li> </ul>	✓			✓	John Ellis	Resilience [£0.400m]

<b>Service Objective</b>	<b>Improve journey reliability</b>						
<b>Lead</b>	<b>David Collinson, Assistant Director Public Protection</b>						
<b>Risks to achieving this objective</b>	Negotiations and consultations with stakeholders, including Borough and District Councils, to introduce measures to improve the financial sustainability of civil parking enforcement do not proceed according to programme						
<b>Action</b>	<b>Milestones</b>	<b>Delivery mechanism</b>				<b>Owner</b>	<b>Level funded from</b>
		<b>[NF]</b>	<b>[CA]</b>	<b>[SD]</b>	<b>[CI]</b>		
<b>Year 1 (2012-13)</b>							
Develop proposals for sustainable on-street pay and display parking at suitable locations across Norfolk	<ul style="list-style-type: none"> <li>Proposals drafted by 30 April 2012</li> <li>Agree on street charging proposals with District Councils by 31 August 2012</li> <li>Consultation and advertisement of proposals by 29 February 2013</li> <li>Detail design of proposals by 31 March 2013</li> </ul>			✓	✓	Chris Kutesko	CPE Rev Budget [£0.200M]

ETD performance dashboard (reflecting measures applicable to Public Protection only)

Delivering Norfolk Forward	Managing our resources
Overall assessment of ETD Transformation and Efficiency Programme	<b>Managing the budget</b>
<b>Programmes</b>	Projected budget spend against revenue budget
Highways Service Delivery	Spend against profiled capital budget
Waste Procurement & Joint Working	ETD efficiency savings
Targeted Rights of Way	[A] Premises related costs per FTE per month [NCC ex. schools]
Management of Gypsy & Traveller Permanent Sites	H'Ways Strategic partnership (Financial savings – projection of year-end)
Resilience Shared Service with Districts	<b>Sustainability</b>
Shared Transport	[A] ETD Energy (fossil fuels) consumption 2010/11 (CO2 emissions)
Reduce subsidy for Park and Ride	<b>Organisational productivity</b>
Joint Working with Suffolk CC and through Eastern Highways Alliance	Sickness absence
Waste Private Finance Initiative	Reportable Incidents (per 1000 FTE)
Thetford Household Waste Recycling Centre	Non Reportable Incidents (per 1000 FTE)
Norwich Northern Distributor Road	Staff resourcing (composite indicator)
	<b>Corporate level risks</b> (progress against mitigation)
	Failure to divert biodegradable municipal waste
	Failure to implement NDR
	Loss of core infrastructure or resources for a significant period
Service performance	Outcomes for Norfolk people
	<b>People's view on Council services</b>
	Satisfaction with services (through annual tracker survey)
	Complaints
<b>PP</b> Percentage of County Council's own development determined within agreed timescales	<b>Accessing the council including advice and signposting services</b>
TTS % of transport made by demand responsive/community transport as a proportion of all subsidised bus services (COG)	Quality and effectiveness of customer access channels
TTS Number of journeys shared between health and social care	<b>Services to improve outcomes</b>
H'Ways Highway Maintenance Indicator (COG)	PP Percentage of businesses brought to broad compliance with trading standards
H'Ways Strategic Partnership (Quality of Works)	PP Percentage of disputes resolved through advice and intervention
H'Ways County Council's own highway works promoter performance – Section 74 'fine' comparison with other works promoters in Norfolk	[Q] EDS Net additional homes provided
EDS Difference in JSA claimants compared to East of England (COG)	[A] EDS Proportion of pop. Aged 16-64 qualified to Level 3 or higher
EDS Job vacancies notified to JobcentrePlus (COG)	[A] EDS Median earnings of employees in the area
E&W Biodegradable waste landfilled against allowance (COG)	[A] EDS New business registration rate
E&W Residual waste landfilled	TTS % of tracked bus services 'on time' at intermediate timing points
E&W Recycling Centre rates	[Q] TTS % of planning apps refused in line with NCC advice
E&W No. people accessing & downloading online national trails info	[Q] EDS Accessibility
	H'Ways Reliability of journeys
	H'ways Number of people killed or seriously injured on roads (COG)
	<b>Progress in delivery of service plans</b>
This is the ETD departmental dashboard, reflecting the priority measures determined by ETD's management team and Members. Those measures shown in grey are not relevant to this service. Some of the measures highlighted demonstrate departmental wide performance on issues such as people and financial management and are therefore applicable to all services within ETD.	Environment, Transport & Development (Overall) (COG)
	Economic Development and Strategy
	Environment
	Highways
	Public Protection
	Travel and Transport Services
	Waste Management

## Full List of Performance Measures relevant to the Public Protection 2012/15 Service Plan

Performance Measure	2012/13 Value (target)	Service Objective (if required)
<b>Trading Standards</b>		
Percentage of rogue and most detrimental businesses brought to compliance		
Percentage of businesses brought to broad compliance with trading standards		
Percentage of disputes resolved through advice and intervention		
Customer satisfaction with Trading Standards services		
Increase in awareness by businesses of trading standards responsibilities		
Increase in consumer confidence		
Channel shift of consumers and business accessing information and advice		
<b>Planning Services</b>		
Percentage of applications submitted with an environmental statement determined within agreed timescales (between the developer and the planning authority)		
Percentage of applications for mineral and waste development determined within agreed timescales (between the developer and the planning authority)		
Percentage of County Council's own development determined within agreed timescales		
Percentage of programmed monitoring visits undertaken		
<b>Resilience</b>		
Increased community confidence in preparedness		
Corporate risk reduction through implementation of BC programme		
Increased confidence in incident management by partners		



**Norfolk** County Council

**Norfolk County Council  
Trading Standards Service**

**Food & Feed Law Enforcement Plan  
2012/2013**

**Produced in accordance with the requirements of the  
Food Standards Agency Framework Agreement**



**If you need this report in large print, audio, Braille,  
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(textphone) and we will do our best to help.**

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The Food Standards Agency (FSA) Framework Agreement requires Food & Feed Law Enforcement Plans to be laid out in a common format but recognises that, as local authorities may have corporate service plan templates, they may use the corporate format as long as the information requirements laid out in the Agreement guidance are included and are separately identifiable. Therefore wherever possible this Annex makes reference to the applicable sections of the Public Protection Service Plan 2011-2014 rather than replicating the information it contains.

## **Section One: Trading Standards Service Aims and Objectives**

### **1.1 Aims and Objectives**

The Trading Standards Service objective to empower and protect consumers and businesses is set out in the “Delivering our priorities” section of the Public Protection Service Plan 2012-15.

### **1.2 Links to Corporate Strategic Ambitions**

The linkages to corporate strategic ambitions and core role are described in the “Our priorities” section of the Public Protection Service Plan 2012-15.

## **Section Two: Background**

### **2.1 Profile of the Local Authority**

The Service profile of the Public Protection Service is set out in the “Our service” section of the Public Protection Service Plan 2012-15.

The Trading Standards Service reports, via the Assistant Director of Public Protection, to the Director of Environment, Transport and Development.

The Trading Standards Service is delivered from two offices, County Hall in Norwich and Priory House in King's Lynn, and is structured into the following teams:

- Advice & Compliance
- Community Safety & Investigations
- Inspection & Compliance
- Farming
- Metrology Services
- Legal

The Council has 84 elected Members. The Conservative group took control in June 2001 and retained control in June 2009. They hold 62 council seats, Liberal Democrats 10, the Green Party 6, Labour 4, and UKIP 1 (with one current vacancy).

The Director of Environment, Transport and Development reports to the Environment, Transport and Development Overview & Scrutiny Panel, which can review and scrutinise any decisions made or action taken and assist the Cabinet member in making recommendations to Cabinet.

The Panel is represented at Cabinet by Councillor Harry Humphrey, Cabinet Member for Community Protection, Conservative Councillor for Marshland South.  
email: [harry.humphrey@norfolk.gov.uk](mailto:harry.humphrey@norfolk.gov.uk)

## 2.2 Organisational Structure

Food and feed law enforcement is primarily the responsibility of the Business Operations Unit, headed by:

Mrs Sophie Leney  
Trading Standards Manager  
Email: [sophie.leney@norfolk.gov.uk](mailto:sophie.leney@norfolk.gov.uk)  
Tel: (01603) 224275

The Inspection and Compliance Team, managed by Jon Peddle, is responsible for:

- delivering targeted proactive business information and advice to support food businesses to comply with trading standards,
- providing food business information, advice and support on request,
- acting as 'home/primary authority' for Norfolk based food businesses,
- delivering enforcement projects, including inspections at food premises and sampling of food, in relation to consumer safety, health improvement and economic prosperity and to tackle the top consumer food concerns in Norfolk, and
- dealing with food safety incidents, complaints, referrals and requests for specialist consumer advice relating to food.

The Farming Team, managed by Brian Chatten, is responsible for:

- delivering targeted proactive business information and advice to support animal feed businesses to comply with trading standards,
- providing feed business information, advice and support on request,
- acting as 'home/primary authority' for Norfolk based animal feed businesses,
- delivering enforcement projects in relation to animal feed safety, composition, hygiene and labelling, including carrying out inspections at agricultural premises and sampling of animal feed,
- delivering enforcement projects in relation to food hygiene at primary production level, and
- dealing with feed safety incidents, complaints, referrals and requests for specialist consumer advice relating to animal feed.

The Community Safety and Investigations Team, managed by Maureen Cleall, is responsible for:

- investigating and resolving food complaints made by consumers and businesses to improve business compliance and consumer redress, and
- conducting proactive food investigations (criminal and civil) and approaches for food relating to prolific offending; complaints relating to the most persistent/detrimental traders.

The Authority has contracted with Public Analyst Scientific Services Ltd (PASS) to provide the public analyst and agriculture analyst for the County.

## 2.3 Scope of the Feed and Food Service

The Norfolk Trading Standards Service delivers a range of food and feed law enforcement services. Specific functions are:

- Programmed inspections at high-risk premises
- Targeted enforcement activities
- Inspections and other enforcement activities arising from complaints and referrals
- Sampling of food and animal feed for analysis and/or examination as part of EU, national, regional and local programmes
- Responding to referrals from enforcement partners such as the British Cattle Movement Service and the Meat Hygiene Service
- Resolution of complaints
- 'Home/Primary Authority' responsibilities
- Responding to food and feed safety incidents
- Provision of information, advice and support for businesses
- Publicity including public awareness campaigns
- Working in partnership with the Food Standards Agency; the Department of the Environment, Food and Rural Affairs; the Department of Health; the other ten local Trading Standards authorities in the East of England; the seven District Council Environmental Health Departments in Norfolk; and the Meat Hygiene Service.

The food and feed law enforcement service is delivered exclusively by officers employed by the County Council, alongside other similar services, for example, the inspection of weighing and measuring equipment.

## 2.4 Demands on the Feed and Food Service

There are 68 high-risk, 2571 medium-risk and 2560 low-risk food premises recorded on the Trading Standards Services database.

There are 5407 agriculture premises recorded, 24 of which are high-risk, 2121 medium-risk and 3286 low-risk.

The number of agriculture premises at which Trading Standards has a statutory enforcement duty has increased more than twelve-fold from 400 to over 5000 since 2006 as a direct result of legislation relating to feed hygiene and food hygiene at primary production level. All such premises are risk rated accordingly and for premises relating to food hygiene at primary production this risk rating process takes into account membership of farm assurance schemes. Those that are members of a recognised scheme and who are broadly compliant are designated low risk with an inspection frequency of once every 50 years. It is necessary for the Service to access membership data via Assured Food Standards (AFS) in order to undertake the risk rating.

There are a number of large food manufacturers in Norfolk, together with some large food packers that are contracted to provide fresh vegetables to the main supermarket chains. There are also a number of smaller businesses, which include butchers, bakers and sandwich manufacturers. Retailers tend to be concentrated into fewer large multiple outlets. There are a number of caterers, which include restaurants, hotels and guesthouses. The County also has a number of animal feed manufacturers as well as on-farm mixers. A significant percentage of the companies that the Trading Standards Service has a 'home/primary authority' relationship with are within the food and agriculture sectors.

The food and feed law enforcement service is delivered from the Trading Standards Service's two offices at County Hall in Norwich and Priory House, King's Lynn.

## 2.5 Enforcement Policy

The Norfolk Better Regulation Partnership; consisting of Norfolk County Council Trading Standards Service, the seven district council Environmental Health Services and Norfolk Fire & Rescue Service; has developed an Enforcement Policy, implemented to ensure alignment with the Regulators' Compliance Code and consistency of decisions.

## Section Three: Service Delivery

### 3.1 Food and Animal Feed Premises Inspections (Interventions)

The Trading Standards Service reviews its policy in relation to inspections (interventions) at business premises on an annual basis in accordance with the principles of better regulation, the Food Law Code of Practice (England) and the Feed Law Enforcement Code of Practice (Great Britain). As a consequence the Service will inspect all businesses in Norfolk that are deemed to be high-risk by virtue of the previous trading history or the appropriate risk scheme, on at least an annual basis. In addition, intelligence-led inspections or other interventions will be conducted at those business sectors presenting the highest risk to the food chain and consumers/other legitimate businesses. It will also be appropriate, on occasion, to respond with inspections or other interventions where consumer/trader complaints or referrals from other enforcement agencies are received about the non-compliance with trading standards of individual businesses. In line with Hampton principles and the resources available the service will not therefore, as a matter of routine, carry out inspections at medium or low risk food or feed businesses unless they are visited as a result of the aforementioned factors.

The Service has assessed the value of carrying out unannounced inspection as opposed to announced inspection. It has concluded that, where intelligence shows a business could be highly likely to be non compliant, an unannounced inspection will take place. In all other cases the officer will seek to undertake their inspection at a mutually convenient time to the business and the officer in order to maximise the resource benefit of such inspections for both the business and the service. The timeframe in which the inspection is arranged will be minimised and will, in the normal course of events, not exceed 14 days.

In order to engage with low and medium risk feed premises the Farming Team in 2012/2013 will carry out other enforcement activities with such premises in the form of a self assessment questionnaire and targeted business advice.

The food inspection programme covers 100% of high-risk food premises and the animal feed inspection project covers 100% of high-risk agriculture premises. The type and number of premises to be inspected are detailed below.

.Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2011/12	2012/13
Inspection of High-Risk Agricultural Businesses	To inspect 24 high-risk agriculture businesses, eg feed mills, fertiliser manufacturers, importers and selected farms in conjunction with Animal Health and the Animal Medicines Inspectorate. To ensure compliance in relation to feed and fertiliser labelling/packaging, stock rotation/storage, feed hygiene, record keeping/traceability and sale or use of prohibited materials.	0.2 FTE	0.2 FTE
		(including revisits/ follow-up action)	
Inspection of High-Risk Businesses (Non-Farming)	To carry out inspections at 68 premises identified as high risk for food, fair-trading and safety, to ensure business compliance.	1.90 FTE	1.90 FTE
		(including revisits/ follow-up action)	
*Excluding managerial, administrative and legal support			

The Service also plans to address the following enforcement areas:

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2011/12	2012/13
Feed Hygiene	To assist businesses to comply with the feed hygiene requirements	0.20 FTE	0.20 FTE
Food Hygiene at Primary Production	To assist businesses to comply with the food hygiene requirements and therefore improve food hygiene further along the food chain.	0.20 FTE	0.20 FTE
*Excluding managerial, administrative and legal support			

Food and animal feed inspections are carried out by suitably qualified and experienced trading standards officers. Some targeted enforcement activities are carried out by trainee trading standards officers, studying for the Diploma in Consumer Affairs and Trading Standards, adequately supervised by qualified staff.

Food/Feed Standards Inspections are carried out in accordance with the Food Law Code of Practice (England), the Feed Law Enforcement Code of Practice (Great Britain) and Operating Procedure 'Enforcement Visits to Businesses'. In addition officers are able to consult detailed guidance notes for Food Standards Inspections.

### 3.2 Food and Animal Feed Complaints

Food and animal feed complaints will be handled by virtue of the following projects. Anticipated resource requirements are based on the complaint/contact numbers received in previous service years, the nature of those complaints/contacts and the level of enforcement response required. The number of food complaints/contacts is anticipated to be 700 and the number of agriculture complaints/contacts is anticipated to be 170.

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2011/12	2012/13
Farming Team Complaints	To undertake reactive enforcement in response to complaints from other enforcement agencies, businesses and the general public in relation to animal health and agriculture matters to ensure legal compliance. Analysis will be undertaken to identify further proactive work, identify trends and report on significant outcomes and impacts.	0.80 FTE	0.7 FTE
Managing Referrals (disputes and complaints)	To enable the resolution of disputes between consumers and businesses, meeting customer expectation and corporate customer care standards.	1.15 FTE	1.5 FTE
*Excluding managerial, administrative and legal support			

Food and animal feed complaints are dealt with in accordance with Work Instruction 'Food and Feedingstuffs Complaints'.

In addition to reactive complaints work, information and advice is made available to consumers. This is achieved through the provision of consumer information leaflets, provided by our staff or through the Council Information Centres and on-line information provided via our website [www.norfolk.gov.uk/tradingstandards](http://www.norfolk.gov.uk/tradingstandards), which carries a link to the Citizens Advice (replacing Consumer Direct from March 2012 onwards).

### 3.3 Home Authority Principle and Primary Authority Scheme

The Trading Standards Service has adopted the Home Authority Principle, administered by the Trading Standards Institute (TSI) from March 2012 onwards.

The Service will provide the following levels of service to Home Authority businesses:

- place special emphasis on the control of goods and services originating within Norfolk
- actively promote the benefits of the home authority system to businesses within Norfolk
- designate a Home Authority Officer to each business, with the relevant competencies or access to the necessary expertise to be able to offer advice, and publish their name
- respond to requests for advice and guidance from Home Authority businesses
- facilitate a response to enquiries raised by other authorities
- maintain records of relevant incidents, business policies and diligence procedures, where known, in Home Authority Files
- maintain confidentiality in relevant circumstances
- ensure Home Authority businesses are aware of our procedure for dealing with complaints or disagreements
- have in place arrangements to notify other authorities of indulgences relevant to “subsequently corrected” errors
- participate in relevant sector groupings of home authorities
- support national advice and conciliation procedures, where appropriate

Home Authority businesses will be inspected/visited or otherwise contacted on at least an annual basis:

- as part of the inspection programme for high-risk businesses, or
- as part of the planned series of targeted enforcement activities, or
- as a result of a complaint/referral received, or
- to maintain the Home Authority relationship.

Currently, the Service has a Home or Originating Authority relationship with 86 food businesses and 16 animal feed manufacturers. A summary of these companies along with the relevant contact officer details is provided by the ‘Home Authority List’. In the 2012/13 service year, the Service anticipates receipt of 70 complaints/service requests relating to Home Authority food businesses and 30 complaints/service requests relating to Home Authority agriculture businesses. The resources required to handle these are included in Sections 3.2 and 3.4.

The Service’s ‘Home/Primary Authority’ work has been reviewed in light of the introduction by the Local Better Regulation Office (LBRO) of the Primary Authority Scheme, which came into force on 6 April 2009. Under the scheme, locally based, national businesses can apply to establish a primary authority relationship with the Service. The Service does not currently have any primary authority relationships.



### 3.4 Advice to Business

The Trading Standards Service works with businesses to help them to comply with trading standards and to encourage the use of good practice. This is achieved through the provision of proactive information and advice:

- during the course of inspections and other visits; or
- on-line via our website [www.norfolk.gov.uk/tradingstandards](http://www.norfolk.gov.uk/tradingstandards), which carries links to Business Link, ERWIN (Everything Regulation, Whenever it's Needed) and the seven District Councils in Norfolk;

and, in response to service requests:

- the provision of leaflets produced by partner organisations, our business briefings or standard letters,
- the provision of bespoke information or advice via the telephone or a letter, or
- visits to businesses to provide comprehensive advice.

In 2011/2012 the Service undertook a full review of all information and advice it provides to consumers and businesses. This was against a remit of, where possible, a channel shift to self service and assisted service for customers; with a greater emphasis on the provision of such information online. This work will continue in 2012/2013.

Food and animal feed service requests will be handled by virtue of the following projects. Anticipated resource requirements are based on the service request numbers received in previous service years, the nature of those service requests and the level of enforcement response required.

The number of food service requests is anticipated to be 220 and the number of agriculture service requests is anticipated to be 115.

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2011/12	2012/13
Business Advice	To provide information and advice in relation to food in response to requests from businesses.	3.0 FTE	3.0 FTE
Farming Team Service Requests	To provide information and advice in relation to animal health and welfare, and agriculture (animal feed, feed hygiene, pet food, fertilisers) in response to requests from businesses. Analysis will be undertaken to identify further proactive work, identify trends and report on significant outcomes and impacts.	0.15 FTE <sup>+</sup>	0.25 FTE <sup>+</sup>
*Excluding managerial, administrative and legal support			
*Provision in relation to agriculture only			

### 3.5 Food and Animal Feed Inspection and Sampling

The Trading Standards Service targets its proactive sampling at locally produced foods and animal feed, those products/ingredients from companies that manufacture in, are based in, or import into Norfolk. In line with a letter from the FSA (ENF/E/08/061) the Service is committed to ensuring that at least 10% of all food samples are of foods imported into the European Union.

In addition, foods/animal feed are targeted which are causing current concerns. These are identified through communication with the Food Standards Agency and the Department of the Environment, Food and Rural Affairs; through local, regional and national intelligence held by local authorities; and through consultation with the Public Analyst. The Service's sampling programmes therefore include projects run in conjunction with the Food Standards Agency, the Trading Standards Institute (TSI) and the East of England Trading Standards Association group of authorities (EETSA).

Listed overleaf are sampling surveys that will be carried out in 2012/2013. This list will be added to as, for example, intelligence identifies other food/animal feed that should be targeted.

All sampling undertaken by officers is in accordance with relevant legislation and all formal food and animal feed samples are taken in accordance with the Food Law Code of Practice (England) or Feed Law Enforcement Code of Practice (Great Britain) as applicable.

Samples are procured in accordance with the 'Sampling' Operating Procedure and established Work Instructions for both Food and Agriculture sampling.

Samples are analysed and/or examined by the Service's nominated Public/Agriculture Analyst in accordance with the procedures laid down in the Food Safety (Sampling and Qualifications) Regulations 1990, the Food Law Code of Practice (England) and the Feed Law Enforcement Code of Practice (Great Britain). Alternatively some samples are examined/tested in house, if it is appropriate to do so.

The Public/Agriculture Analysts appointed by the Authority are employed by Public Analyst Scientific Services Ltd (PASS).

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2011/12	2012/13
Agricultural Sampling	To undertake animal feed and fertiliser sampling to ensure compliance in relation to composition, safety, hygiene and labelling.	1 FTE  £17,000 Purchase and analysis costs	0.8 FTE  £15,000 Purchase and analysis costs
<p>Surveys under the sampling project will include:</p> <ul style="list-style-type: none"> <li>• Formal sampling of feed ingredients and additives</li> <li>• Informal sampling of carryover undesirable substances</li> <li>• Formal sampling of waste food and by-products of food processing and bio-fuel production entering the animal feed chain</li> <li>• Formal sampling of imported feeds/ingredients that have been the subject of feed hazard notifications</li> <li>• Ammonium nitrate samples (when notified)</li> <li>• Fertiliser sampling</li> <li>• Non Norfolk based products where their non compliance materially affects a Norfolk based business</li> <li>• Salmonella in feed materials</li> <li>• Colostrums</li> <li>• Feed materials which are the subject of a complaint to the Service</li> </ul>			
Food Safety, Healthier Locally Produced Food and Food for Health Programme	Targeting food sampling at areas identified as causing the most harm to consumers in terms of food safety, quality or nutritional standards	1.50 FTE £44,600 Purchase and analysis costs	1.50 FTE £43,830 Purchase and analysis costs
<p>Surveys under the sampling project will include:</p> <ul style="list-style-type: none"> <li>• Sampling during the investigation of complaints</li> <li>• Sampling during the investigation of food fraud</li> <li>• Locally produced and locally imported foods</li> <li>• Foods imported from outside the EU as identified by Food Standards Agency priorities</li> <li>• Undeclared allergens in takeaway meals and non-prepacked foods</li> <li>• Cadmium in crab meat</li> <li>• Chocolate products</li> <li>• Tin contamination</li> <li>• Nutrition and health claims</li> <li>• Edible clay for heavy metals</li> <li>• Irradiated foods</li> <li>• Gluten free/low gluten claims</li> </ul>			
*Excluding managerial, administrative and legal support			

### 3.6 Control and Investigation of Outbreaks and Food Related Infectious Disease

Food poisoning notifications do not usually fall within the remit of the Trading Standards Service. If, however, the Service became aware of any incident of food poisoning or infectious disease, the facts would be reported to the appropriate authority in accordance with Work Instructions 'Food and Feedingstuffs Complaints' and 'Food Hazards'.

### 3.7 Food and Feed Safety Incidents

On receipt of any food or animal feed alert, the Trading Standards Service will respond as directed and as appropriate and in accordance with the Food Law Code of Practice (England), the Feed Law Enforcement Code of Practice (Great Britain) and Work Instruction 'Food Hazards'.

The FSA issues a "Product Withdrawal Information Notice" or a "Product Recall Information Notice" to let local authorities and consumers know about problems associated with the food. In some cases a "Foods Alert for Action" is issued which requires intervention action by enforcement authorities. 50 food alerts were issued by the FSA in 2011 (Jan-December 2011), 3 of which were for action. The FSA also issued 57 allergy alerts.

The Service was heavily involved in a For Action Food Alert relating to an illicit spirit called "Drop Vodka". The product was on sale in a number of local authority areas including Norfolk and was found to contain denatured alcohol (iso propanol) and chloroform. The service responded by visiting the premises alleged to have sold the product and surrounding premises. No further products were found. The service also used its scam alerts system, local press and social media to alert consumers. Through the Norfolk Food Liaison Group the service also ensured that a business advice fact sheet was sent to all licensees in Norfolk; advising them of the dangers of this product.

In addition during 2011/2012 direct action by the service resulted in the withdrawal from sale of edible clay that contained heavy metals and three further food withdrawals relating to various products with incorrect allergen free claims.

The Farming Team will respond accordingly to feed alerts but these are far less frequent than food alerts. During 2011 (Jan – Dec) 2 feed alerts were issued by the FSA.

It is estimated that, for the coming service year, 0.1 FTE will be required for food/feed safety incident work.

In cases where the Service receives reports of chemical contamination of food and there is a subsequent threat to human health, it will liaise with the appropriate district council environmental health department, with a view to taking over responsibility for the case, or for undertaking a joint investigation, as the situation demands.

### 3.8 Liaison with Other Organisations

The Trading Standards Service works with a wide range of organisations, to varying degrees of formality, in carrying out its food and feed law enforcement function. These include the Food Standards Agency (FSA), Local Government Regulation (LGR), The Department of Health, The Department of Environment, Farming and Rural Affairs (DEFRA), Animal Medicines Inspectorate (AMI), the other ten local authority Trading Standards Services in the East of England (EETSA) and District Council Environmental Health Departments, via the Norfolk Better Regulation Partnership.

The Service maintains a strong regional commitment to EETSA and, via quarterly meetings and a regional intranet, aims to ensure that local food and feed enforcement activity is consistent with neighbouring authorities.

The Service also participates in the LGR Health Food Sector advisory group.

The Service also ensures co-ordination with Environmental Health Departments, the Meat Hygiene Service and the Health Protection Agency through the Norfolk Food Liaison Group (NFLG) set up to co-ordinate activities as per the Food Law Code of Practice (England).

The estimated staffing resource to be allocated to liaison work during the year is 0.3 FTE.

### 3.9 Food and Animal Feed Safety and Standards Promotion

Food and animal feed safety and standards promotional work for the year is linked to events attended by the Service, to the results of our sampling and other enforcement projects, to any relevant prosecutions, and to information provided through leaflets/information displayed at points throughout the County. Such promotional work also includes regular press releases, locally, regionally and nationally.

Attendance at promotional events by the Service will be assessed considering the likely impact of the event, and the client groups and potential number of attendees. Events include attendance at the Royal Norfolk Show and The Spring Fling. The Service will also evaluate the effectiveness of its promotional work by using a questionnaire with those members of the public/businesses who have contact with us at such events.

Promotional work falls within the three projects detailed overleaf:

Project Name	Project Description/Outcomes	Staffing/Other Resources*	
		2010/11	2011/12
Business Engagement Programme	To increase awareness of business rights and obligations through the design and implementation of an effective business engagement programme. To develop and improve links with organisations that support businesses within Norfolk to increase access to business advice and information services and achieve efficiency savings by partnership delivery.	0.05 FTE <sup>+</sup>	0.05 FTE <sup>+</sup>
Consumer Engagement Programme	To raise awareness of consumer rights and routes to provide support and assistance through the continued development and innovation of our consumer engagement programme.	0.05 FTE <sup>+</sup>	0.05 FTE <sup>+</sup>
Market Fair	To enable members of the scheme to be self policing by supplying and receiving intelligence. Working with partners to carry out intelligence led inspection and monitoring of goods supplied at markets to ensure they are safe and comply with legal requirements.	0.05 FTE <sup>+</sup>	0.05 FTE <sup>+</sup>
*Excluding managerial, administrative and legal support			
*Provision in relation to food and agriculture only			

## Section Four: Resources

### 4.1 Financial Allocation

The total budget for the Trading Standards Service for 2012/2013 is £2,118,640. A breakdown of the Trading Standards budget is shown below:

	<b>2011/12 Projected Outturn</b>	<b>2012/13 Estimate</b>
Staffing	Total: £2,276,367 Food & Feed: : £428,484 (based on 11.10 FTE)	Total: £2,118,640 Food & Feed: £412,773 (based on 10.55 FTE)
Sampling budget (Food & agriculture purchase and analysis)	£65,668	£58,830
Subsistence/car allowances and travelling	Total: £39,184 Food & Feed: : £7,376 (based on 11.10 FTE)	Total: £48,990 Food & Feed: £9,545 (based on 10.55 FTE)
Note the 2011/12 budget figure for food and feed sampling includes Food Standards Agency grants. At the time of drafting this plan the Service is planning to apply for FSA grant funding of £9K for food sampling and £5K for feed sampling to supplement the 2012/13 sampling budget.		

The relative amounts allocated to food and feed law enforcement are based on the staff allocation breakdown given in Section 4.2.

The Food Standards Agency framework agreements and codes of practice require the Service to inspect all its feed and food business operators over a 5 year cycle. In addition to the inspection of all high risk businesses and other interventions detailed in this plan, the expectation is that all medium risk businesses will be inspected every 2 years and all low risk businesses every 5 years.

The Service has determined that, if it were to conduct the routine inspection programme detailed above, the following resource would have to be redeployed from other enforcement activities, such as fair trading, animal health & welfare or product safety work:

#### Feed Business Inspections:

- Medium risk 2.85 FTE
- Low risk 3.40 FTE

#### Food Business Inspections:

- Medium risk 3.45 FTE
- Low risk 2.70 FTE

However, mindful of the recommendations of the Hampton and Macdonald Reviews which state the Service should only carry out inspections of businesses where there is a clearly identified risk presented by that business, the Service will, as in previous years, conduct intelligence-led inspections or other interventions within those

business sectors or at those food/feed business operators presenting the highest risk to the food chain and consumers/other legitimate businesses. A flexible approach to resourcing enables us to respond appropriately to incidents and our local approach to risk assessment and effective targeting of resources, rather than the conduct of a routine inspection programme, will provide the necessary protection to the County's food chain.

The Service continues to invest in modern ICT systems and provides its annual Local Authority Enforcement Monitoring System (LAEMS) return via a direct download to the FSA. Access to the Internet, to the APP Civica database and to other information systems is seen as a vital resource for operational staff. Currently the Service is investigating the potential use of the FSS UK Net database for recording, managing and submitting food and feed sampling data; with the benefit of a £2,000 grant from the FSA. All food and feed law enforcement officers have been issued with mobile telephones and digital cameras. All officers have been issued with laptop computers. The Service does not have an individual budget for ICT as such matters have now been transferred to Corporate Funding.

No fixed amount is set aside for legal costs with specific regard to food and feed law. However a general legal cost header is allocated to the budget, the forecast amount for 2012/2013 being £25,000.



## 4.2 Staffing Allocation

The current staffing allocation to food and feed enforcement has been calculated on the basis of the projects/activities described in Section 3 above and ongoing development work and is summarised below:

Project/Activity	FTE	
	2011/ 12	2012/ 13
Inspection of high-risk agriculture businesses	0.20	0.20
Inspection of high-risk businesses (non-farming)	1.90	1.90
Feed hygiene	0.20	0.20
Food hygiene at primary production	0.20	0.20
Farming Team complaints	0.80	0.70
Managing referrals (disputes and complaints)	1.15	1.15
Home Authority Principle and Primary Authority Scheme	0.05	0
Business advice	3.00	3.00
Farming Team service requests	0.15	0.25
Agricultural sampling	1.00	0.80
Food safety, healthier locally produced food and food for health programme	1.50	1.50
Food alerts	0.25	0.10
Liaison	0.25	0.30
Business and consumer engagement programmes	0.10	0.10
Market Fair	0.05	0.05
Food & Feed Code of Practice improvement plan/compliance	0.30	0.10
Total:	11.10	10.55

Given the structure of the organisation and the multifaceted teams that deliver food and feed work it is not possible, in quantifying the number of staff needed to deliver the service, to express such figures in terms of competency with reference to the relevant food and feed law codes of practice.

## 4.3 Staff Development Plan

The Service focuses on the needs of both specialist food and feed law enforcement officers and other staff in terms of their training and continuous professional development (CPD). The current training arrangements are reflected in the Learning and Development Framework and Plan. The Service has invested in supporting a number of members of staff to study for the Diploma in Consumer Affairs and Trading Standards (DCATS).

## **Section Five: Quality Assessment**

### **5.1 Quality Assessment and Internal Monitoring**

The following arrangements will be used to assess the quality of the Authority's service:

- all procedures and work instructions relating to food and feed law enforcement are subject to established in-house quality improvements and auditing procedures which apply to the whole of the Trading Standards Service
- evaluation surveys sent out to a sample of businesses following an inspection or request for advice
- review of a random number of inspections, service requests and complaints by team manager
- programme of peer review at inspection for food/feed officers. Areas of good practice and improvement are anonymised, collated and fed back to officers as a group
- feedback at 1-2-1 meetings, mid year review and appraisal on individual performance
- feedback at monthly team meetings

## **Section Six: Review**

### **6.1 Review Against the Service Plan**

The Service uses a performance measurement toolkit and database (PRISM) to report and review the following on a monthly basis:

- project managers tasked with ensuring delivery of identified projects/activities enter a report which is viewed and given a progress status by a team manager
- the Service collates and reports against targets on identified Service outcome measures
- the Service also collates a report on the impact it has had on its stated Service Actions which include:
  - Ensure the standards, quality, safety and hygiene of animal feeds and agricultural fertilisers
  - Ensure the standards, quality, safety and hygiene of food and promote healthy eating

At bi-monthly intervals the Public Protection Management Team hold an Impact Performance Review meeting. The meeting includes recognition of any variance from target, the reasons for variance and any appropriate measures to be put in place to address such variance.

Information on specified performance targets and targeted outcomes is set out in the “ETD performance dashboard” section of the Public Protection Service Plan 2012-2015.

## 6.2 Identification of any Variation from the Service Plan

As outlined in 6.1 above the Service, on an ongoing basis, monitors its performance using the performance measurement toolkit and takes action to address variance from target throughout the year.

## 6.3 Areas of Improvement

The Service is committed to addressing areas of improvement highlighted by the ongoing quality assessment and internal monitoring as outlined in 5.1 above and the monthly reporting as outlined in 6.1 above.

Under the guise of the Food and Feed Code of Practice Improvement Plan projects the Service will ensure that it meets the requirements of the codes, where appropriate to do so, and keeps abreast of any amendments.

In October and November 2011 the Service was audited by the Food Standards Agency (FSA) and then visited by the European Union Food & Veterinary Office (FVO) with regard to its feed enforcement activities. Broadly speaking the FSA and FVO were satisfied that the Service delivered its feed enforcement activities in accordance with the Code of Practice, with the exception of our frequency of inspection and our policy on unannounced inspections. A small action plan was produced by the Service following the FSA audit; covering such matters as agreeing corrective action with the Feed Business Operator (FBO) where non compliance is identified and the Service’s database update management procedures. The action plan has been agreed by the FSA and the Service has already taken steps to implement it including, for example, improvements in the management of non compliance when this is found. The Service has also begun to cleanse and monitor its database of food and feed business operators.



**Norfolk** County Council

# **Public Protection**

**Environment, Transport & Development**

Trading Standards Service  
Enforcement of Age Restricted Sales Plan 2012-13

## **Minor Sales – Major Consequences**

A strategy to deter the sale of age restricted products to minors in Norfolk, with the intention of improving community safety and public health.



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

## 1. Context

The Children and Young Person's (Protection from Tobacco) Act 1991 requires a Local Authority to review its enforcement activity relating to the supply of cigarettes and tobacco to persons under the age of 18 on an annual basis. There are similar duties arising from the Licensing Act (alcohol) and the Clean Neighbourhoods and Environment Act (Aerosols). This Plan fulfils these obligations, as part of the overall work by Public Protection to improve community safety and public health.

## 2. Background

Public Protection activities focus on both national and local priorities; improving community safety and health by tackling illicit/age restricted products is a key priority for the Trading Standards Service. The Service recognises that effective enforcement of legislation to prevent the sale of age restricted goods requires a multi-agency approach and seeks to work in partnership with a range of agencies and stakeholders to ensure accurate identification of priority and high-risk areas, share best practice and engage in collaborative work (e.g. joint operations and licence reviews).

- 2.1 Operations and activities are delivered across the whole of the County. Teams work within agreed procedures and protocols, including those that cover the sharing of information and the recruitment of young persons for test purchase programmes.

Examples of enforcement activity in this area include:

- Project based inspections
- The investigation of complaints
- The provision of advice, information and support for businesses
- An intelligence led 'test purchasing' programme
- Enforcement activity
- Publicity and promotional activities
- Multi-agency and partnership working
- Working with community groups and other voluntary agencies/organisations.

- 2.2 A range of legislation supports this work, setting out controls for the following products:

- Alcohol
- Cigarettes and tobacco products
- Fireworks
- Video & gaming products
- Aerosols, petroleum spirit and other intoxicating substances (butane/solvents)
- Lottery and scratch cards
- Explicit printed sexual material
- Knives and blades

Alcohol and tobacco continue to be the main focus of our enforcement activity.

### 3. Alcohol

- 3.1 Alcohol-related crime and disorder by young people is currently estimated to cost society £1 billion per year. According to a schools survey, whilst the proportion of pupils who have never had an alcoholic drink has increased gradually in recent years, pupils who are drinking, are consuming a large amount. Those who drink alcohol have a mean intake of 14.6 units a week.

In January 2010 new powers to tackle underage drinking were introduced through the Policing and Crime Act. The Act changed the definition of persistently selling alcohol to under 18s from three sales within three months to two sales in the same period. Additional powers to close or restrict trading for a limited period of time are also available.

Since 2005 the Trading Standards Service has been a Responsible Authority in licensing matters. The Service has continued to cooperate with its partners in considering licence applications during this period although no objections or requests for review were raised with licensing authorities. There is currently a review of licensing policy/enforcement in light of new powers proposed (dealing with the problems of late night drinking) and the Service is actively involved in this.

- 3.2 During 2011/ 2012 Trading Standards visited a total of 105 businesses as part of its activity in this area. The Service conducted a number of advisory visits and 55 test purchase visits, resulting in only 3 illegal sales to young volunteers. This represents a significant improvement on recent years' results. Test purchase sales were made at premises where intelligence suggested there was a likelihood of illegal sales of alcohol, including those where there was an increased incidence of anti-social behaviour linked to alcohol consumption. Further visits are planned as part of joint work with the Police during February 2012.
- 3.3 Feedback from off licence premises indicates a trend towards proxy sales, where persons over 18 produce the relevant identification and purchase alcohol for under 18s. The purchaser then conveys the alcohol to public areas where they sell it on or hand it over to the under 18s out of public view but near to the licensed premises. The Service continues to work alongside the Police and other partners to address the intelligence received concerning this. Analysis of data is used to determine 'hotspots' and to target identified problem areas. By utilising intelligence, we have been able to involve a range of partners, working with communities to develop initiatives aimed at reducing the incidence of underage sales of alcohol. Work is currently being carried out to form a Community Alcohol Partnership (CAP) in Great Yarmouth, the third example of this in Norfolk. CAPs take a multi agency/organisation approach to reducing underage access to alcohol; and so include partners such as the Police, youth services, The Matthew project and schools. Retailers are also a key part of the solution and have been actively involved in setting up CAPs.
- 3.4 We continue to support the development of a joint strategy for Alcohol Harm Reduction in the Great Yarmouth and Waveney Area. A number of partners have agreed some key areas for working more collaboratively to reduce the impact that alcohol is having in that area. This includes additional support for the **night time economy** via the Purple Flag initiative. Purple Flag is the new "gold standard" that recognises safe and

welcoming entertainment and hospitality areas at night. Places that achieve the standard will be those that offer a positive experience to night time visitors and users. Trading Standards plan to validate this through targeted work in reducing underage sales of alcohol in such areas.

#### 4. **Tobacco Control**

- 4.1 Smoking is the biggest preventable cause of death globally killing half of all smokers prematurely and smoking remains the biggest cause of preventable death in Norfolk. The NHS spends more than £2.7 billion a year on treating smoking-related illness. More than 80% of smokers take up the habit by the age of 18 and studies have shown that smoking just one cigarette in early childhood doubles the chance of a teenager becoming a regular smoker by the age of 17. Trading Standards Services have the powers to advise business and enforce legislation in respect of age-restricted goods and illicit tobacco and therefore has a vitally important role to play in supporting health improvement by reducing access to these products.
- 4.2 Great Yarmouth and Waveney has the highest smoking prevalence in the East of England, above the national average. Previous intelligence suggested that the Great Yarmouth area would benefit from additional funding to target underage sales of tobacco products. In late 2010 Norfolk Trading Standards successfully bid for funding to support the developing Tobacco Control Strategy for that area. In all 100 interventions were carried out (advice, inspection and test purchasing) over the period Jan-March 2011. This included 56 education visits and 52 test purchasing visits, of which 12 resulted in illegal sales to young volunteers. These businesses have/are being dealt via legal process, including prosecution where it is appropriate and necessary to do so. Further follow up work is due to be carried out in February 2012 revisiting the previous sellers.
- 4.3 During 2011/ 2012 the Service also took part in a wider (regional) tobacco control project. Funded by the Department of Health, the project focused on the supply of illicit tobacco and reducing access to tobacco by underage persons. The project involves both an education element (through business advice visits) and an enforcement element (test purchasing and inspection visits). Test purchasing visits are planned for February 2012 and will be undertaken where intelligence suggests there is a likelihood of illegal sales of tobacco and where previous advice had been given. A ban on tobacco vending machines came into force on 1<sup>st</sup> October 2011; the Service provided information and support to local businesses ahead of this change and will also be following this up by checking compliance during its February 2012 inspection programme.
- 4.4 Other developments during the year included the use of a new piece of equipment which can identify counterfeit packets of cigarettes by reading invisible anti-counterfeit security markings carried on all packets of cigarettes and hand rolling tobacco manufactured by the four largest tobacco companies. Illicit tobacco represents a developing area of concern; not only in terms of the associated (additional) health risks but also in the potential for extending illegal sales of tobacco products to under 18's.
- 4.5 During 2011/12 Trading Standards continued to tackle the supply of illicit tobacco. This

included a recent prosecution regarding premises in Kings Lynn where over 50kg of counterfeit tobacco was found, some of which was hidden in a void in the ceiling. The total retail value of the tobacco in this case would have been £12,718.68 had it been genuine. Organised tobacco smuggling is estimated to cost the British tax payer £4bn a year in revenue. As the tobacco is counterfeit there is no ability to trace the manufacturer and no guarantee as to its quality. Manufacturers in this case gave evidence that their products are carefully produced to ensure consistent standards (nicotine and carbon monoxide) which will almost certainly not be the case with a counterfeit product. In other cases tobacco analysed has been found to contain high levels of cadmium, arsenic and lead, up to 30 times that found in genuine tobacco.

## **5. Other areas of focus for 2011/2012**

- 5.1. Alcohol and Tobacco sales to under 18's remained a priority area because of the problems identified at both local and national level. However compliance visits included advice and inspection in relation to cigarettes, solvents, knives, fireworks, DVDs and spray paints. In relation to fireworks, Trading Standards worked alongside the Fire and Rescue Service and Norfolk Constabulary to help make sure everyone enjoyed Halloween and Guy Fawkes celebrations safely. As part of a targeted campaign, officers inspected premises and carried out test purchasing operations in those areas where information suggested there to be irresponsible use or underage sales of fireworks. Fortunately there were no sales to minors this year.

## **6. Looking ahead to 2012/13**

### **6.1 Enforcement Activity (including test purchasing programmes)**

- 6.1.1 One element of an effective enforcement strategy is to carry out a test purchase programme, targeted at known problem premises. The programme for 2012/2013 will continue to concentrate on the sale of alcohol, tobacco and fireworks, unless subsequent intelligence directs this activity to other products. A particular focus for activity will be as follows:
- Follow up (targeted) visits in the Great Yarmouth area
  - Regional programme for vending machines compliance
  - Intelligence led test purchasing during school holidays
  - Introduction of the Fair Trading Award 'Do You Pass?' Module in Great Yarmouth as part of funded work in that area.
- 6.1.2 The test purchasing of alcohol at 'off licence' premises will be led and undertaken by the Trading Standards Service. We will continue to provide officers and utilise Trading Standards young volunteers to support Norfolk Police who lead on such activity at 'on licence' premises.
- 6.1.3 Norfolk Trading Standards will continue to work with the Police and other agencies in support of local initiatives to reduce knife crime. Analysis of crime data does not highlight Norfolk as having a particularly high level of knife related crime, and Trading Standards have received no complaints relating to illegal sales of knives to under 18's in the past 12 months. However national intelligence continues to identify knife crime as a serious concern and one which the government is keen to see effectively



tackled. Trading Standards has a role to play in preventing the sale of knives to young people under the age of 18 and so will on an intelligence-led basis conduct test purchase operations and provide advice and education to businesses. Where necessary formal action including prosecutions will be taken in accordance with our enforcement policy.

- 6.1.4 The recruitment, selection and utilisation of young persons for test purchasing will only be in accordance with the protocols and systematic procedures adopted and developed in line with the Home Office and other guidelines. These protocols and procedures are maintained in the Service's Management System and are thus subject to rigorous internal audit. All Officers involved in the test purchase programme have been Criminal Records Bureau checked.

## **6.2 Tackling Anti-social Behaviour**

- 6.2.1 The link between anti-social behaviour and the consumption of alcohol or solvent abuse is established. This strategy is designed to prevent the upstream supply of a number of restricted products to underage persons and thus reduce the level of anti-social behaviour associated with the use of these products.
- 6.2.2 This plan will contribute to community objectives and those arising from Government strategy for community safety and public health. Alcohol and associated Anti-social Behaviour will continue to be a particular focus in this.

## **6.3 Proof of Age Schemes**

- 6.3.1 The Trading Standards Service does not promote any specific proof of age scheme but supports those schemes that conform to the PASS Scheme criteria. The large supermarket chains have adopted the "Challenge 25" policy in relation to all age restricted products. It is Trading Standards' intention for 2011/12 to further encourage all premises involved in the sale of alcohol to become engaged with "Challenge 25"; our 'Minor Sales Major Consequences' pack has now been amended to include Challenge 25 policy.
- 6.3.2 The Trading Standards Service will also encourage and promote the use of a 'Refusals Log' by traders to provide evidence that proof of age is being sought and sales refused in appropriate circumstances.

## **6.4 Additional Activity in the area of Tobacco Control**

- 6.4.1 The Government's Tobacco Control Strategy is key to the Trading Standards Service's response in enforcing legislation in relation to both the supply of illicit tobacco and underage sales. During 2012/2013 it will remain a priority to gather and then act upon the limited intelligence available. We will continue to utilise and act on intelligence provided from our partners in the Police, HMRC, and members of Norfolk Smoke Free Alliance.

- 6.4.2 A national campaign aimed at raising awareness and reducing tobacco consumption, is being rolled out on a regional basis via the Tobacco Alliance. Led by the Department of Health, it is likely that this will see even more activity in this area during 2012-13
- 6.4.3 Further legislation governing tobacco display partly comes into force on 6<sup>th</sup> April 2012 for large shops (exceeding 280 square metres). All other shops are affected from 6<sup>th</sup> April 2015. It will be a requirement for all tobacco products to be stored out of public sight except in limited circumstances, it will also be illegal to show as well as to sell tobacco products to a customer under the age of 18 who asks to see or buy tobacco. Price lists and labels for tobacco products must only be displayed in specific formats laid down in the regulations. Visits to advise businesses and assess compliance are planned during the early part of 2012-13.

## **6.5 Education Programmes**

### **6.5.1 Businesses**

The Minor Sales: Major Consequences Information Pack will continue to be distributed on request and, where appropriate, when an inspection visit to a business is undertaken.

Publicity will also be used to raise trader awareness about specific issues and this will include the reporting of enforcement action outcomes.

### **6.5.2 Young Persons**

The Trading Standards Service Underage Sales Education Pack has previously been distributed to schools and we will be reviewing our work with schools as part of improved targeting of our consumer education programme.

In addition all volunteers who participate in test purchasing programmes will receive a training package primarily designed to equip them with the knowledge and skill to undertake the task. The pack will be developed this year as part of improvements to the way we support our young volunteers.

## **6.6 Publicity and media campaigns**

- 6.6.1 The Trading Standards Service will produce a number of articles to raise awareness through the press, radio and television.
- 6.6.2 Where appropriate, enforcement action will be reported through local media outlets.
- 6.6.3 Multi-agency work will be actively promoted and reported, including regional or national coverage where relevant.
- 6.6.4 Support and publicity will be sought for new initiatives launched during 2012/13.

Where possible local members or community representatives will be requested to support or attend relevant activities.

## **6.7 Community Involvement**

- 6.7.1 Where possible, the Trading Standards Service will participate in or support community based projects that develop resources to assist in reducing underage sales. As part of a wider review of its work the Service has strengthened its response to locality issues, working with key partners to ensure that local needs are addressed. We will work with local communities to understand if this might be one solution to issues of anti-social behaviour associated with underage drinking.
- 6.7.2 The Trading Standards Service will continue to promote underage sales work through presentations at community group meetings and diversify its activity according to requirements emerging from the Localism agenda.
- 6.7.3 Where resources allow, the Service will undertake to tackle specific problems identified by a community group regarding underage sales. A community group will need to provide sufficient evidence of a credible nature in support of the request before the Service will undertake any activity.
- 6.7.4 The Service may also agree to participate in other local projects if relevant to underage sales activities.

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

Report by Director of Environment, Transport and Development

### Executive Summary

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

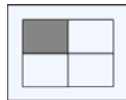
- **Revenue Budget:** The revenue budget is forecast to underspend by £0.466m on a net budget of £118.892m
- **Capital Budget:** The highways capital programme has been reviewed and amended to reflect the LTP allocation and external funding that is known to be agreed at this stage of the year. The current forecast on the Highways programme is to be £0.050m underspent.
- **Service plan actions:** The latest updates to the ETD service plan show that from the 112 actions, 1 was showing as Red 'off target', 19 were showing as Blue 'slightly off target' and 90 actions were Green 'on target'. At the time of reporting 2 actions were unscored. Transformation and efficiency actions within the service plan show from the 39 actions, none were showing as Red, 3 were showing as Blue and 35 actions were Green. At the time of reporting 1 action was unscored.
- **Dashboard:** The dashboard for ETD which forms the basis of this report is attached as Appendix A. The dashboard includes all measures of departmental significance as agreed by the management team and Panel members. Three measures are currently showing as red. Further detail as to why is included within the main body of this report. Appendix E to this report contains definitions for all measures contained within the dashboard.
- **Risks:** Mitigation of risk within the department remains well managed with no emerging issues identified since last reported in January. The three risks deemed as corporately significant are shown within the dashboard (Appendix A) to this report. An update on the risks, 'Failure to divert biodegradable municipal waste' and 'Failure to implement NNDR' are contained within section 2 of this report.

### Action Required:

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

## 1 Background

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



## 2 Delivering Norfolk Forward

- 2.1 Overall delivery against Norfolk Forward's transformation and efficiency programme is on track for the department. Two out of the 13 programmes relevant to this panel remain an Amber status, the Waste PFI and the NNDR. One project, Reducing the subsidy for Park and Ride is showing a negative direction of travel moving from Green to Amber. One project Dereham Household Waste Recycling Centre is now completed.
- 2.2 Delivery against the Norwich Northern Distributor Route (NNDR) programme remains rated as Amber, which also reflects the assessment of progress against the corporate level risk, 'Failure to implement the NNDR'. The DfT announcement on the 14th December that the NNDR was one of the successful funding bids from the development pool (£86.5m DfT contribution towards the total cost) is a positive move forward for the project. The legal challenge to the Joint Core Strategy (JCS) is being managed by the Greater Norwich Development Project (GNDP) and the case was heard at the High Court on 6 & 7 December 2011, with judgement deferred, but expected imminently (early February 2012). Planning Consent for Postwick Hub has now been reconfirmed on 18 October 2011 and the legal challenge period has expired with no further challenges received. The NNDR and Postwick Hub projects are now moving to their delivery/construction phases and a series of consultation events are being developed, which will include Member briefings, meetings with Parish Council Members and public exhibitions (planned for April/May) ahead of submission of the NNDR planning application in the Autumn of 2012.
- 2.3 The Waste PFI programme is Amber, reflecting that although the contract award decision was made in March 2011 the proposed facility still has to receive an Environmental Permit and Planning Permission. On 18 January DEFRA confirmed a Waste Infrastructure (WI) grant (formally known as PFI credits) for the power and recycling centre proposed for the Willows site at Saddlebow, King's Lynn. A letter from Caroline Spelman, Secretary of State, confirmed that the project meets her criteria for a WI grant and that a Promissory Note from DEFRA to the County Council, which will be worth some £169 million over 25 years to Norfolk's council taxpayers would be issued. In February the contract was signed.
- 2.4 Mitigation against the risk 'Failure to divert biodegradable municipal waste' is currently Green. This reflects the fact that we currently expect to meet our requirements to divert biodegradable municipal waste from landfill not just next year but every year until the targets end in 2013.
- 2.5 The programme Reducing Park and Ride subsidy is showing a negative direction of travel moving from Green to Amber. This is due to the volatility of income levels. Usage

over Christmas was good, although extra expense was incurred to provide additional services outside of core operating hours. The project remains on track to deliver the required level of savings in 2011/12.



### 3 Managing our Resources

- 3.1 Information within this section of the dashboard is largely unchanged from the previous reports as many of the measures are calculated on a quarterly basis including information relating to organisational productivity (sickness and Health & Safety related incidents).
- 3.2 Sickness figures for the department continue to be under the target of 6.5 days per FTE at 5.53, showing a further decline from 5.67 reported to Panel in January. The figure shown includes Q1, Q2 and Q3 and assumes a similar pattern in Q4 as in the previous year. There may be a number of outstanding returns which, when added, will increase the year to date figure.
- 3.3 Spend against profiled capital budget – the dashboard currently shows this as Red. However, the forecast position for the capital programme is to be £0.050m underspent. This difference emerges as the indicator is based on a comparison of spend to date against historic spend profiles and is not a rolling forecast of spend. It is also of note that the indicator is very sensitive and the current year spend is only 0.26% above the historic trend.
- 3.4 Figures for reportable and non reportable incidents are showing a negative direction of travel. Currently this information is only available on a quarterly basis but work is ongoing within the central Health and Safety team to produce trend data to show the picture over a rolling year.
- 3.5 ETD results from the recent NCC employee survey resulted in the highest response rate out of all departments at 78%. This was a higher response rate than the last time the survey was run (in 2009).
- 3.6 Results for ETD were very positive with scores generally showing as stronger overall than the County Council scores and we improved on our 2009 survey results on around 57% of questions (where the questions were the same in 2009). This is a testament to our collective and continued efforts to focus on performance improvements over the last few years.
- 3.7 Some of the highlights from the survey for ETD are given below:
  - Results showed a high level of understanding of the County Council's new Core Role (79%) and our part in delivering it (78%) and an excellent understanding of our service objectives (87%) and an even greater commitment in helping to achieve them (92% - which was one of the highest scores in the survey)
  - The survey results recognised a strong commitment to performance both at a personal level and in improving the performance of services. 93% of employees said they had a formal appraisal in last 12 months. Employees also said they were encouraged to find more efficient ways of working (80%) and to deliver better services to customers (84%).

- Results were positive about individual's line managers and line managers were positive about their roles and relationships with members of their teams. This was also replicated for senior management with employees agreeing that senior management has a clear vision of where the Council and their service are going; with these managers maintaining a high profile
- Survey results, as for NCC overall, highlighted strong concerns about the future and job security. A decline was also seen with regard to change being managed well in the Council and individuals perception of their quality of life.

3.8 Management discussions will look at what our improvement areas are and what we can collectively do to support making a difference in these areas across the department as well as contributing to the County Council wide activity.

3.9 ETD Energy (fossil fuels) consumption 2010/11 (CO2 emissions) is currently an annual figure, showing as 'red'. Work is underway within the department to try and improve energy consumption for sites/premises which ETD has sole responsibility for. Based upon current results the department needs to identify further steps to meet the NCC target of 25% reduction (compared to 2008/9) in carbon emissions from direct operations by 2014/15.

3.10 Two of the risks deemed as having corporate significance within the dashboard have remained static. Both the NNDR and Failure to divert biodegradable waste are covered in section 2 of this report.

### 3.11 Revenue budget

3.12 The current position for ETD's profiled revenue budget expenditure is showing a forecast underspend of £0.466m variance and therefore the current position score is Green. More detail is contained in Appendix B to this report.

Division of service	Approved budget £m	Forecast Outturn £m	Forecast +Over/- Underspend £m	Forecast +Over/- Underspend as % of budget	Variance in forecast since last report £m
Environment, Transport & Development	118.922	118.426	-0.466	-0.38%	0.0.84
<b>Total</b>	<b>118.922</b>	<b>118.426</b>	<b>-0.466</b>	<b>-0.38%</b>	<b>0.0.84</b>

Environment and waste - Forecast overspend on household waste recycling centres	£0.100m
Forecast underspend within Flood and Water Management due to delays in Government legislation.	£0.084m
Highways – forecast underspend due to staff vacancies and reductions in general overheads	-£0.100m
Public Protection – forecast savings on staff related costs and additional income	-£0.093m
Economic Development and Strategy – forecast savings on transport strategy budgets	-£0.100m

Business development and support – forecast underspend due to staff vacancies	-£0.189m
Net Underspend	-£0.466m

3.13 In terms of EPIC, the performance against its revenue targets is as follows:

	<b>Full year revenue targets (£k)</b>	<b>Totals as at end Jan 2012 (£k)</b>
Commercial	238	186
Educational	140	28

- 3.14 Since opening, EPIC has incubated more than 20 business start-ups (which have created over 70 jobs) and assisted a further 35 people to secure jobs. Through working with partners across Europe, EPIC has also secured significant EU funding.
- 3.15 Members will recall that previous panel reports have said that the Council is exploring all options to take EPIC to the next stage of its development. We have recently agreed a deal with Extreme Video (EV), owned by local entrepreneur, Jonathan Thursby. The company is based in Norwich and has been established for over 20 years and its work and offices span throughout the globe. EV's work includes all aspects of broadcast and broadcast/corporate production, including multiplatform media. The company's wide variety of work includes specialised filming solutions for the offshore oil and gas industries (EVcam.com), through to Top Gear, World Rally Championship, British Touring Car Championships, Sport Relief, to name but a few clients.
- 3.16 Heads of terms have been agreed with EV. They will continue to deliver the outputs in the contract agreed with EEDA, as well as exploit their impressive roster of business contacts to grow commercial income. The County Council will have a seat on the board that will oversee EPIC's future delivery, in order to ensure that the required outputs are delivered. The deal secures EPIC for the foreseeable future, while removing the need for ongoing financial support from the Council.

## **Capital programme**

- 3.17 The current highways programme is shown in Appendix C. The current programme reflects the LTP allocation, which is now entirely grant funded, and any known external funding sources, such as developer contributions, as other external funding is confirmed this will be reflected in the capital programme.
- 3.18 The current forecast for the highways programme is to be £0.050m underspent.
- 3.19 The authority also received £6.898m of extra road maintenance funding following abnormal damage caused by the severe winter 2010/11. This is additional one off funding that was spent by 30 September 2011. Details of how this grant has been spent were published on-line as per the grant conditions.
- 3.20 On the 14th December the Government announced an additional £50m of funding being allocated to the Integrated Transport block for 2011/12. An additional £0.832m of non-



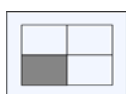
ring-fenced capital grant was paid to NCC on the 15th December. It is planned to carry this funding forward to 2012/13.

- 3.21 The Environment and Waste programme and Economic Development are both on track to be delivered on budget.

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

- 3.23 The balance of reserves as at 31 March was £23.168M.

- 3.24 The reserve balances are held for specific purposes and the use of the reserves will be reviewed throughout the year. We are currently forecasting to utilise £3.417M of the amounts held in reserves. Full details of these planned movements are shown in Appendix D, therefore the forecast balance at 31 March 2012 is expected to be £19.751M.



## **4 Service Performance**

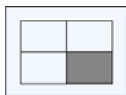
- 4.1 The measures within this quadrant include a 'cross section' of information that gives an overall view of performance for ETD. They are made up of service specific measures that were agreed by the management team to reflect the key priorities within the department. Within this section of the report we have also included some associated areas of activity from services which contribute towards overall departmental performance.
- 4.2 In order to facilitate management of performance Panel will recall that we have included 'proxy measures' where relevant. For this purpose proxy measures are actions taken from the 2011/14 ETD service plan that cover a similar or associated area of work. The proxy measure is designed to give the management team an informed view of current progress through a 'RAG' based performance assessment. Use of this methodology is evolving and Panel will see that in some areas are no longer being measured through proxies due to the ongoing development of the dashboard.
- 4.3 As discussed at the Panel meeting in January, the calculation of the indicator for the Strategic Partnership (Quality of Works) has been refined to capture a broader range of quality issues that better reflect the standard of works being undertaken.
- 4.4 An analysis of the labour market shows that unemployment is up slightly from last quarter, as is the number of job vacancies, with the number of redundancies reducing. More people are currently looking for work and the types of jobs being advertised may not be what people are ideally seeking. For example, in 2007 73% of all notified vacancies to the Jobcentre were full-time; by 2011 this had reduced to 65%.
- 4.5 The measure for Job Seekers Allowance (JSA) claimants remains Green. The Claimant Count series show that in December 2011 17,974 working age people were claiming JSA in Norfolk (3.4%). This figure was up from last quarter; however, job vacancies have also increased since last quarter. There have been 2,854 redundancies so far this financial year, which is less than at the same time in 2010.
- 4.6 Most recent data on employment states that there were 384,600 people of working age in employment in the County in the year to June 2011. This total increased by 6,100 since the previous quarter and 9,000 since the same time the previous year. Indeed

rates of employment have risen by 1.1% since the previous quarter and 1.4% since the same time the previous year - most recent rates of employment are 73.0%. Rates have improved more in Norfolk than they have in either New Anglia or the East in the same period. Rates have actually decreased in England as a whole indicating that Norfolk has fared well in comparison to each of these comparator areas over the periods highlighted.

- 4.7 Significant progress has been made with the Enterprise Zone (EZ). It has recently achieved CORE (Centre for Offshore Renewable Energy) Status, which means Great Yarmouth will be one of the few selected areas that the government will prioritise to promote to businesses internationally.
- 4.8 The three year eligibility period for business rate relief within the EZ sites will commence on the 1<sup>st</sup> April 2012. Simplified planning processes are being developed for each of the six EZ sites and one additional associated area (PowerPark, Lowestoft). Commencement of the Local Development Orders is also planned for the 1<sup>st</sup> April 2012, but is subject to formal adoption by the relevant local authority and acceptance by the Secretary of State.
- 4.9 Norfolk and Suffolk County Councils are working closely with Essex County Council to raise the profile of Norfolk's energy sector to China. Norfolk County Council has signed a trade partnership with Essex County Council and Suffolk County Council, in order to attract inward investment in the energy sector and export opportunities from China's Jiangsu province.
- 4.10 The Better Broadband campaign has been launched with the EDP and Norfolk County Council (NCC) launched the 'Say Yes to Better Broadband'. NCC was awarded £15m of Government funding last year to make better broadband services available in the county, and is now looking for a private sector partner to install the infrastructure and to invest a significant sum in the project. In order to secure the best possible partner for the project, NCC needs to show how much demand there is for better broadband services in the county. Norfolk businesses and residents can sign up in a variety of ways. For more information go to: [www.sayyestobroadband.co.uk](http://www.sayyestobroadband.co.uk)
- 4.11 The measure for the number of people accessing and downloading national trail information has been amended to show a year to date figure rather than 'in month' and remains green. Feedback from national trail users and businesses that serve the route has been analysed to produce a detailed report in order to help us target improvements. To view the report please [click here](#).
- 4.12 The project, 'Reducing the Impact of Non-native Invasive Species' (RINSE), was approved for funding by the INTERREG IVA Two Seas Programme in November 2011. This programme was a new funding source for Norfolk which we had to lobby hard to become eligible for. The aim of the project is to develop ways of preventing the introduction of non-native species and improving methods of tackling those already present. This is a core objective for Norfolk County Council and the Norfolk Biodiversity Partnership, and by working on this issue with international partners we aim to improve our working methods in Norfolk through learning from other countries as well as gaining extra funding to help us deliver in Norfolk.
- 4.13 £31,000 has been secured from DEFRA to "build capacity" for a Local Nature Partnership for Norfolk and Suffolk. If granted status this partnership will work closely

with New Anglia, the Local Enterprise Partnership to improve the resilience and function of the natural environment of these two counties

- 4.14 The Greater Norwich Development Partnership (GNDP) area has become one of only 5 areas on the UK to pilot the new coalition "Biodiversity Offsetting" scheme. Used as standard in Australia for many years, this scheme seeks to simplify mitigating and compensating for the damaging effects of development on wildlife, making development more straightforward while securing real benefits for the natural environment of Norfolk.
- 4.15 The Highways Maintenance measure is currently rated Green and continues improve. This is partly due to the swift response to category one defects, those being damage to the road surface that creates a significant hazard to vehicles and which will be responded to within 2 hours of being reported. It is also partly due to better targeting of highway maintenance as the results from the road condition scanner show areas "in need of attention". The additional £3.5m investment in road maintenance, to allow approximately 100km more of Norfolk's roads to be treated, will assist with both the road surface dressing and resurfacing programmes and should contribute to further improvement to the condition of the network.



## **5 Outcomes for Norfolk People**

- 5.1 The net additional homes provided is a quarterly measure. Actual completions stand at 560 against a target of 981 causing the red alert. Given the current instability in the housing market, this is unsurprising. We will continue to provide support to growth and regeneration partnerships in the county and invest directly, where appropriate, using the Norfolk Infrastructure fund.
- 5.3 The 'percentage of businesses brought to broad compliance with trading standards, focusing on those that are high-risk' is moving in a positive direction. Currently 92.53% business' visited between 1 April and 30 September 2011 were brought to compliance, either from the first visit or following subsequent support by Trading Standards officers. We are confident at this stage of reaching our target ahead of year end.
- 5.4 The percentage of disputes resolved through advice and intervention is improving but still below target. In order to address this, work continues to develop ways in which our customers can self serve information where possible, so that we can focus resource on the most vulnerable consumers or serious issues. An example of this is the development of print friendly consumer guides available on our WebPages and which cover those topics that are the cause of most complaints. Positive feedback through consumer surveys shows that our revised standard letters are well received in instances where one to one advice is not available. We continue to build upon our existing partnerships to allow our customers to access information from whomever is best placed to provide it.
- 5.5 As discussed at the Panel meeting in January, the development of proxy measures for Median Earnings and New Business Registration Rates has been stopped and these indicators will now be reported on an annual basis.
- 5.6 The Accessibility measure is showing a negative direction of travel moving from 80.59% in September to 80.39% in December. This has been caused by some minor changes to the transport network across the county. The indicator measures access to core services and facilities by individuals through public transport, walking and cycling. Given

the reductions to public transport budgets, the small dip in this indicator is to be expected. Whilst we are building capacity and working hard to develop more demand responsive and locally focussed transport solutions, there is a time lag before our interventions and plans coming to fruition. We should start to see significant improvements to the accessibility indicator in the summer of 2012.

- 5.7 The latest updates to the ETD service plan show that from the 112 actions, 1 was showing as Red 'off target', 19 were showing as Blue 'slightly off target' and 90 actions were Green 'on target'. At the time of reporting 2 actions were unscored. Transformation and efficiency actions within the service plan show from the 39 actions, none were showing as Red, 3 were showing as Blue and 35 actions were Green. At the time of reporting 1 action was unscored.
- 5.8 The action currently showing as Red 'off target' relates to developing and agreeing corporate work area recovery arrangements with critical service areas. The Professional Development Centre was agreed by COG as being the best site for us to use as a Work Area Recovery site for critical services based in a number of our key buildings (Vantage House, Carrow House, County Hall etc). The business agreed to test the site in September once infrastructure had been set-up for use. This was not possible as the ICT solution which was in progress has been reviewed as part of future strategic considerations. Since this time options have been explored and the option paper went to the Business Continuity steering group on the 18th January. ICT Services hope to complete the work by March 2012, so a live exercise will be planned in April. It is red because of a delay in implementation and the ability to test the site with services.
- 5.9 The majority of service plan actions showing as Blue 'slightly off target' remain the same as previously reported. The exceptions to these are – 'Local Safety Schemes - Identify, investigate and treat road casualty sites', and 'With partners, develop & implement targeted initiatives to reduce road casualties'. The changes to both actions are mainly attributable to a small rise in the number of children killed or seriously injured (KSI). The long term trend of KSIs, overall and for children, are both still on a significant downward trajectory. The short term upward movement is not yet a cause for concern but officers are analysing the data to identify any trends which we may be able to be addressed through an appropriate intervention.
- 5.10 The Cabinet Member for Planning and Transportation along with Norfolk Constabulary have agreed to continue the Norfolk Safety Camera Partnership up to at least 31 March 2014 based on achieving all financial and operational targets to date. In the future Norfolk and Suffolk police forces are moving to merge safety camera back office operations in order to maximise efficiency.

## **6 Risk update**

- 6.1 Mitigation of risk within the department remains well managed with no emerging issues identified since last reported in January. The three risks deemed as corporately significant are shown within the dashboard (appendix A) to this report. An update on the risks, 'Failure to divert biodegradable municipal waste' and 'Failure to implement NNDR' are contained within section 2 of this report.

## **7 Resource implications**

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

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

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

## **9 Any other implications**

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

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

- 10.1 None

## **11 Risk implications / assessment**

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

## **12 Conclusion**

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

## **13 Action required**

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

## **Officer Contact**

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

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



Delivering Norfolk Forward				Managing our resources			
	DoT	Alert			Value	DoT	Alert
Overall assessment of ETD Transformation and Efficiency Programme	➡	Green		Managing the budget			
Programmes				Projected budget spend against revenue budget [Nov]	-0.39%	n/a	Green
Highways Service Delivery	➡	Green		Spend against profiled capital budget	0.26%	n/a	Red
Waste Procurement & Joint Working	➡	Green		ETD efficiency savings	£1.589m	➡	Green
Targeted Rights of Way	➡	Green		[A] Premises related costs per FTE per month [NCC ex. schools] [10/11]	£3,028	-	-
Management of Gypsy & Traveller Permanent Sites	➡	Green		H'Ways Strategic partnership (Financial savings – projection of year-end)	£1.9m	➡	Green
Resilience Shared Service with Districts	➡	Green		Sustainability			
Shared Transport	➡	Green		[A] ETD Energy (fossil fuels) consumption 2010/11 (CO2 emissions) [2010]	5.2%	🔴	Red
Reduce subsidy for Park and Ride	🔴	Amber		Organisational productivity			
Joint Working with Suffolk CC and through Eastern Highways Alliance	➡	Green		Sickness absence	5.53	🟢	Green
Waste Private Finance Initiative	➡	Amber		Reportable Incidents (per 1000 FTE) [Q1 & Q2]	6.45	🔴	-
Thetford Household Waste Recycling Centre	➡	Green		Non Reportable Incidents (per 1000 FTE) [Q1 & Q2]	47.66	🔴	-
Dereham Household Waste Recycling Centre		Complete		Staff resourcing (composite indicator) [Q1 & Q2]	-	-	Amber
Norwich Northern Distributor Road	➡	Amber		Corporate level risks (progress against mitigation)			
				Failure to divert biodegradable municipal waste		🟢	Green
				Failure to implement NNDR		➡	Amber
				Loss of core infrastructure or resources for a significant period		➡	Green
Service performance				Outcomes for Norfolk people			
	Value	DoT	Alert	People's view on Council services	Value	DoT	Alert
[A] PP Self assessment in relation to contingency planning/capability for disease outbreak, business compliance with animal health legislation and intelligence sharing	PROXY	➡	Green	Satisfaction with services (through annual tracker survey) [2010]	27%	🔴	Green
PP Percentage of County Council's own development determined within agreed timescales	98.81%	🔴	Green	Complaints	-	-	Green
TTS % of transport made by demand responsive/community transport as a proportion of all subsidised bus services (COG)	5.8%	🟢	Green	Accessing the council including advice and signposting services			
TTS Number of journeys shared between health and social care	1,031	🔴	Green	Quality and effectiveness of customer access channels	-	-	Green
H'Ways Highway Maintenance Indicator (COG)	3.39	🟢	Green	Services to improve outcomes			
H'Ways Strategic Partnership (Quality of Works)	86%	🔴	Green	PP Percentage of businesses brought to broad compliance with trading standards, focusing on those that are high-risk	92.53%	🟢	Amber
H'Ways County Council's own highway works promoter performance – Section 74 'fine' comparison with other works promoters in Norfolk	1.04	🟢	Green	PP Percentage of disputes resolved through advice and intervention	81.2%	🔴	Amber
EDS Difference in JSA claimants compared to East of England (COG)	0.29%	🔴	Green	[Q] EDS Net additional homes provided [Sep]	560	🔴	Red
EDS Job vacancies notified to JobcentrePlus (COG)	3,748	🔴	Green	[A] EDS Proportion of pop. Aged 16-64 qualified to Level 3 or higher		Annual	
E&W Biodegradable waste landfilled against allowance (COG)	91.66%	➡	Green	[A] EDS Median earnings of employees in the area		Annual	
E&W Residual waste landfilled	210,969t	🔴	Amber	[A] EDS New business registration rate		Annual	
E&W Recycling Centre rates	72.93%	🟢	Green	TTS % of tracked bus services 'on time' at intermediate timing points	80.33%	🔴	Green
E&W No. people accessing & downloading online national trails info	15,850	🟢	Green	[Q] TTS % of planning apps refused in line with NCC advice	91.7%	🟢	Green
<ul style="list-style-type: none"><li>Unless prefixed by either a [Q] or [A] (representing Quarterly or Annually respectively) each measure is monitored monthly.</li><li>Unless suffixed by a [Month] or [Year] (describing to when the data actually relates) each measures' data represents the performance in or up to the month immediately prior to reporting.</li><li>'PROXY' and hatched alert indicate that a proxy has been used to determine performance in this period rather than the less frequently available actual.</li></ul>				[Q] EDS Accessibility	80.4%	🔴	Amber
				H'Ways Reliability of journeys		April 12	
				H'ways Number of people killed or seriously injured on roads (COG)	355	🔴	Green
				Progress in delivery of service plans			
				Environment, Transport & Development (Overall) (COG)		➡	Green
				Economic Development and Strategy		➡	Green
				Environment		➡	Green
				Highways		➡	Green
				Public Protection		➡	Green
				Travel and Transport Services		➡	Green
				Waste Management		➡	Green

Green	Performance is on target, no action required.
Amber	Performance is slightly off-track.
Red	Performance is worse than the target, action required.

DoT – Direction of travel i.e. better or worse than the previous period.	
	Performance has got worse.
	Performance has improved.
	Performance has stayed the same.

Exceptions and commentary on performance, data and blanks

Measure	Detail	
Delivering Norfolk Forward		
Name	Progress against Milestones / Deliverables	Key Areas of Work for Next Period
Reduce subsidy for Park and Ride	<ul style="list-style-type: none"><li>Governing documents agreed for NEAT Solutions, company application complete, awaiting member sign off</li><li>Analysis of P&amp;R usage ongoing, including Christmas period performance</li></ul>	<ul style="list-style-type: none"><li>NEAT solutions incorporated</li><li>Stakeholder funding contributions confirmed for 2012/13</li><li>Continue to raise awareness of strategic importance to Norwich of P&amp;R.</li></ul>
Waste Private Finance Initiative	<ul style="list-style-type: none"><li>Final Business Case process complete.</li><li>Ongoing work on finalising contract documents and completing financial close.</li><li>Letter received from Secretary of State, Caroline Spellman, confirming PFI credits.</li><li>Waste reduction and recycling team continue to support the process in King's Lynn.</li></ul>	<ul style="list-style-type: none"><li>Finalising contract documents and completing financial close</li><li>2nd round of public consultaion on the Planning Application starts 23 January</li><li>2nd round of consultation onEA permit expected February</li></ul>
Norwich Northern Distributor Road	<ul style="list-style-type: none"><li>Joint Core Strategy adopted however legal challenge received. Legal team went to High Court 6 &amp; 7 December 2011 and case completed. The Judge reserved judgement and is unlikely to make a decision until Jan 2012.</li><li>Postwick Hub (Broadland Gate) planning consent has been reconfirmed on 18 October (S106 signed). The Side Roads Order public inquiry process has also commenced formally with Highways Agency and Planning Inspectorate.</li><li>DfT Development Pool process completed and the Government funding (86.5m) has been reconfirmed. Programme for delivery of the NDR now being developed, primarily to ensure the planning application is made in the Autumn (2012).</li></ul>	<ul style="list-style-type: none"><li>Developing programme and resources necessary to ensure the delivery of the Postwick Hub and the NDR. Significant work planned in relation to communications.</li><li>GNDP team awaiting decision from High Court Judge.</li><li>Continuing the Public Inquiry process preparation for Postwick Hub Side Roads Order with Highways Agency. Legal checking ongoing to ensure minimal scope for future legal challenge post Inquiry.</li></ul>
Managing our resources		
Risk - Failure to divert biodegradable municipal waste	<ul style="list-style-type: none"><li>PFI: Preferred bidder appointed by Cabinet 8 November 2010. Contract award recommendation January 2011. Contract Award Decision by Cabinet on 7 March 2011. Financial close will confirm PFI Credits.</li><li>Disposal contracts: Contracts will divert some bio-degradable municipal waste, MRF rejects to be sent for treatment. £72 per tonne incentive given to WCAs. Lats - in credit to 2013. Lats being removed from 2013 (waste strategy review).</li></ul>	
Risk - Failure to implement NNDR	<ul style="list-style-type: none"><li>The Transport Secretary announced on the 26 October that the NNDR has been included in a 'Development Pool' of schemes. DfT have now reconfirmed funding for the NNDR and Postwick Hub (they will provide a maximum contribution of £86.5m). This is good news, however the funding cannot be drawn down for the NNDR until 'Full Approval' stage, which follows completion of statutory processes (planning consent and orders).</li><li>The Joint Core Strategy was considered sound and was adopted by all Councils on 22 March 2011. A legal challenge to the JCS has been received and the NNDR team have been supporting the response to this.</li><li>The legal challenge was heard in the High Court on 6 &amp; 7 December, however the Judge reserved judgement (expected during January 2012).</li><li>Planning Consent for Postwick Hub has now been back to Planning committee and the Section 106 and land exchange agreement have been signed. Planning consent was reconfirmed 18 October 2011 – a new legal challenge period lasts 3 months from this date.</li></ul>	
Sickness absence	The figure is based on information extracted 16th January 2012 and includes Q1, Q2 and Q3 and assumes similar pattern in Q4 as previous year. As always there may be a number of outstanding returns which, when added, will increase the year to date figure.	
Spend against profiled capital budget	The forecast position for the capital programme is to be £0.050m underspent. This difference emerges as the indicator is based on a comparison of spend to date against historic spend profiles and is not a rolling forecast of spend. It is also of note that the indicator is very sensitive and the current year spend is only 0.26% above the historic trend.	
Service Performance		
PP % of County's own development determined within agreed timescales		In December one application was determined beyond the 13 week timescale without explicit agreement for an extension of time. The application was determined in December as opposed to September and was due to negotiations with landscape and travel plans. The overall performance for the year remains at 78 out of 79 (99%).
H'Ways Strategic Partnership (Quality of Works)		This indicator's methodology has been amended to better reflect the strategic partner's performance in this area of work.
E&W No. people accessing & downloading online national trails info		Correction made to calculation within Prism – result now correctly shows the year-to-date result rather than in-month.
Outcomes for Norfolk people		
EDS Median earnings of employees in the area & EDS New business registration rate		Proxy measures have been considered to support these two annually measured indicators but nothing suitable has been found that won't have the potential to mislead. However the annual measures will remain for monitoring purposes.
H'Ways Reliability of journeys		Data is being sought from TTS' BusNet system to allow tracking. Once available the indicator methodology will be finalised and monthly measurement commence. The PI is expected to be reported from April 2012.



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

9

	Previously Reported Budget £m	Budget Movement £m	Current Budget £m	Expenditure Year to Date £m	Full Year Forecast £m	Overspend / (Underspend) £m	%	Previously reported overspend /Underspend £m	Movement in Variance £m	Comments - a. details of budget movements - b. changes in outturn forecast - c. risks to outturn
Highways	52.637	0.150	52.788	17.717	52.688	(0.100)	0.00	(0.100)	0.000	
Public Protection	4.419	(0.001)	4.446	1.637	4.353	(0.093)	0.00	(0.093)	0.000	
Economic Development and Strategy	3.369	(0.000)	3.370	0.944	3.270	(0.100)	0.00	(0.100)	0.000	
Travel and Transport Services	16.256	0.050	16.312	7.436	16.312	0.000	0.00	0.000	0.000	
Environment and Waste	37.264	(0.016)	37.273	29.707	37.289	0.016	0.00	0.100	(0.084)	
Business Development and Support	5.002	(0.201)	4.703	1.711	4.514	(0.189)	0.00	(0.189)	0.000	
<b>Total ETD</b>	<b>118.949</b>	<b>(0.018)</b>	<b>118.892</b>	<b>59.152</b>	<b>118.426</b>	<b>(0.466)</b>	<b>(0.39)</b>	<b>(0.382)</b>	<b>(0.084)</b>	

## Summary

Scheme Name	Spend project to date (Prior years)	Original Programme 2011/12	Revised Programme 2011/12	2011/12 Forecast Out-turn	2011/12 Variance	2011/12 Carry Forward	Spend to date - current year	Over/ (Under) Spend	2012/13 Out-turn	2013/14 Out-turn	Total Spend for project
Bridge Strengthening/Bridge Maintenance		1,500,000	1,500,000	1,508,354	8,354	8,354	739,747		1,500,000		3,008,354
Bus Infrastructure Schemes			144,942	155,403	10,461	10,461	96,749				155,403
Bus Priority Schemes			903,600	1,005,723	102,123	102,123	513,955				1,005,723
Pedestrian and Cycling Improvements		2,080,000	226,408	425,081	198,673	198,673	215,351		495,000		920,081
Local Road Schemes			2,608,742	2,821,609	212,867	212,867	1,194,528				2,821,609
Local Safety			409,513	383,353	(26,160)	(26,160)	213,479				383,353
Other Schemes, Future Fees and Carry over costs		200,000	200,000	190,000	(10,000)	(10,000)	37,654		200,000		390,000
Park & Ride			30,000	40,344	10,344	10,344	9,653				40,344
Public Transport Schemes		4,037,000	320,000	266,602	(53,398)	(53,398)	111,315		540,000		806,602
Road Crossings			360,403	407,854	47,451	47,451	167,074				407,854
Safer & Healthier Journeys to School			21,888	233,913	212,025	212,025	19,866				233,913
Structural Maintenance		23,948,000	30,072,203	29,274,862	(797,341)	(797,341)	22,370,751		23,226,000		52,500,862
Traffic Management, Road Improvements & Safety Schemes		1,395,000	1,308,430	1,441,956	133,526	133,526	595,904		765,000		2,206,956
Walking Schemes			576,040	495,378	(80,662)	(80,662)	282,157				495,378
LPSA Schemes		1,130,000									
Great Yarmouth Third River Crossing	1,883,018		832,000	864,000	32,000	32,000	452,337				2,747,018
Northern Distributor Road	11,658,128	750,000	550,000	500,000	(50,000)	(50,000)	501,174		500,000		12,658,128
Norwich - A47 Postwick Hub	1,934,887		200,000	200,000			131,519		21,000,000		23,134,887
Future Years Funding										25,853,000	25,853,000
<b>TOTAL</b>	<b>15,476,033</b>	<b>35,040,000</b>	<b>40,264,169</b>	<b>40,214,432</b>	<b>(49,737)</b>	<b>(49,737)</b>	<b>27,653,213</b>		<b>48,226,000</b>	<b>25,853,000</b>	<b>129,769,465</b>

## Summary

Scheme Name	Spend Project to date (prior years)	2011/12 Programme	2011/12 Out -turn	2011/12 Variance	Spend to date - current year	2011/12 Carry Forward	Over/ (Under) Spend	2012/13 Out-turn	2013/14 Out-turn	Total Spend to date for project
Industrial Sites Unallocated										
Industrial Sites/Hethel Engineering Centre	5,039,192	8,084	8,084							5,047,276
Great Yarmouth Rail Sidings		29,660	29,660							29,660
Rural Internet Mobility Project	243,687	4,127	4,127							247,814
Growth Point - Catton Park	34,057	1,943	1,943							36,000
Growth Point Catton Park Educ Bldg	179,593	70,303	70,303		77,790					249,896
NE & SW Econets	48,298	21,877	21,877		5,719					70,175
Lakenham Common & Yare Valley Connection:		7,000	7,000		5,610					7,000
Genome Analysis Centre	1,625,000	375,000	375,000		375,000					2,000,000
Hethel Engineering Centre - Phase II	2,396,780	1,610	1,610		1,610					2,398,390
NORA		1,000,000	1,000,000		307,446					1,000,000
College of West Anglia		1,500,000	1,500,000							1,500,000
<b>TOTAL</b>	<b>9,566,607</b>	<b>3,019,604</b>	<b>3,019,604</b>		<b>773,175</b>					<b>12,586,211</b>

## Summary

Scheme Name	Spend Project to date (prior years)	2011/12 Programme	2011/12 Out-turn	2011/12 Variance	Spend to date - current year	2011/12 Carry Forward	Over/ (Under) Spend	2012/13 Out-turn	2013/14 Out-turn	Total Spend to date for project
Closed Landfill Sites-Capping & Restoration	541,062	370,000	370,000		28,436			109,619		1,020,681
Drainage Improvements	429,753	450,000	450,000		308,152			3,164,878		4,044,631
Gapton Hall	1,273,629	960	960							1,274,589
New Thetford Recycling Centre		35,000	35,000		20,937			1,060,111		1,095,111
Norfolk Mile Cross Project		475,000	475,000		436,647					475,000
ETD's Highways Depot Caister - lighting CERF		3,870	3,870		3,870					3,870
Hardley Flood Bridge Improvements		20,000	20,000							20,000
Norfolk Trails Improvements		57,000	57,000		23,600					57,000
CERF - Aylsham		1,300	1,300		1,265					1,300
CERF - Watton		5,503	5,503		2,744					5,503
CERF - Ketteringham		1,452	1,452		117					1,452
King's Lynn Depot		1,724	1,724		139					1,724
Fakenham C'Side Office		842	842		827					842
CERF - King's Lynn Depot - Insulation		4,209	4,209							4,209
<b>TOTAL</b>	<b>2,244,444</b>	<b>1,426,860</b>	<b>1,426,860</b>		<b>826,734</b>			<b>4,334,608</b>		<b>8,005,912</b>

Environment, Transport and Development - Reserves Monitoring Schedule 2011 / 12								
					Future Planned		Forecast	
	Reserve	coding	Opening Balance	Current Balance @ 31.12.11	Additions	Withdrawals	Final Balance	Notes
			£m	£m	£m	£m	£m	
Travel and Transport services								
	Park & Ride refurbishment	PT9010 B9790/B9570	0.023	0.023		-0.023	0.000	For any necessary work
	De Registration of Bus services	PT9011 B9800	0.020	0.000	0.100		0.100	Govt changes to Bus fuel subsidies in 2012 - required to give short term sustainability to Bus Operators capacity
	Demand Responsive Transport	PT9018 B9320	0.678	0.378	0.100		0.478	For DRT project work- planned spend profile in operation
	Commuted Sums Public Transport	PX0480 B9330	0.026	0.026			0.026	Has an annual drawdown
	Commuted Sums Travel Plans	PX0485 B9550	0.057	0.057			0.057	For travel planning
			0.804	0.484	0.200	-0.023	0.661	
Highways								
	Commuted Sums Highways Maintenance	PX04XX B9550	3.024	3.024			3.024	There will be additions from developers - £250k supports HMF, remainder supports either HMF or Structural Maintenance. £750k to be drawn down to support 2011 / 12 HMF Programme
	Parking Receipts	PX1101/2 B9550	0.559	0.559			0.559	For planned initiatives/ contributions to schemes in Gt Yarmouth and Norwich
	Highways Maintenance	PH7000/PH8000 B9550	2.267	1.837		-0.500	1.337	Winter damage and general winter provisions - planned withdrawal supports either HMF or Structural Maintenance
	Street Lighting PFI	PX0450 B9950	7.958	9.491	1.531	-3.305	7.717	Sinking Fund balance - withdrawals support HMF
	Depot R & R	PW7000 B9400	0.453	0.424			0.424	Transformation costs for future years planned depot rationalisation
	Highways R & R Vehicles	PR8001/3 B9400	2.118	1.826			1.826	decrease due to vehicle purchases & transfer to fund E & W vehicle purchases
	Road Safety Reserve	PJ0425 B9510	0.584	0.455	0.082		0.537	To fund planned initiatives.
	Reprocurement - Strategic Partnership	PH7000 B9550	0.200	0.200			0.200	
			17.163	17.816	1.613	-3.805	15.624	
Environment and Waste								
	Sustainability Invest to save	PL6000 B9540	0.135	0.092		-0.092	0.000	To cover the costs of Esco Business Plan ( Cabinet approval being sought 12th September)
	Sustainability Strategic Ambitions funding	PL6000 B9540	0.011	0.011		-0.011	0.000	To cover the costs of low carbon schemes
	Environicent & Waste Vehicle Replacement R & I	PM8890 B9400	0.067	0.161		-0.017	0.144	For planned replacement purchase of vehicles.
	Historic Building reserve	PE2492/3 B9600	0.222	0.287		-0.059	0.228	For improvement of properties to be able to transfer from NCC as part of the Big Conversation
	Waste Partnership Fund	PM7000 B9610	0.687	1.303		-0.656	0.647	For annual waste minimisation projects and working in partnership with Districts
	TOTAL: Environment and Waste		1.122	1.854	0.000	-0.835	1.019	
Economic Development and Strategy								
	3rd River Crossing	PL3200 B9550	0.029	0.029		-0.029	0.000	For blight costs
	Thetford	PL3200 B9550	0.030	0.030			0.030	To be used for Thetford MasterPlan exercise
	Eco Town funding	PL3200 B9540	0.007	0.007			0.007	
	Strategic Ambitions		0.000	0.000	0.445		0.445	Unspent Funding in 11 / 12 - earmarked for Business start up projects in 2012 / 13
	Ec Dev - F&JF	PU6XXX B9590	1.416	1.416		-1.049	0.367	To fund existing work scheme participants ( Scheme finishes Oct 2011)
	TOTAL: Economic Development and Strategy		1.482	1.482	0.445	-1.078	0.849	
Public Protection								
	Trading Standards	PSXXXX	0.188	0.188		-0.010	0.178	Trading Standards projects
	TOTAL: Public Protection		0.188	0.188	0.000	-0.010	0.178	
Service Development and Support								
	Accommodation R & R (general office)	PA0299 B9400	0.080	0.080		-0.008	0.072	Office repairs/alterations as required
	Planned IT projects	PXXXXX B9570	0.804	0.924		-0.089	0.835	Departmental funds for department projects - Bridge Maintenance System
	Total Service Development and Support		0.884	1.004	0.000	-0.097	0.907	
	Sub Total		21.642	22.828	2.258	-5.848	19.238	
	Car Lease Scheme (for NCC)	PP0100 B9710	0.557	0.000			0.000	Transferred to the Resources codes
	Total in ETD Accounts		22.199	22.828	2.258	-5.848	19.238	
	Bad Debt Provision	PXXXXX B2999	0.462	0.462	0.000	0.000	0.462	Main element is for land charges for provision against claims( two of which has been rec'd to date national court cases). Out of court settlement probable with potentially low value - (£20k ?).
	Grants							
	ETD grants and contributions		0.040	0.000		0.000	0.000	
	ETD grants and contributions	PT9015 B9960	0.467	0.051		0.000	0.051	This fund is ring fenced for public transport spending as a condition of its payment to NCC. As such, it will be used during 2012/13 to fund small projects e.g. targeted promotion, survey work on customer segmentation.
			0.507	0.051	0.000	0.000	0.051	
	TOTAL		23.168	23.341	2.258	-5.848	19.751	
	Movement to date			-0.173			-3.417	
	Highlighted reserves will be subject to movement in year. This will continue to be reviewed during the year							

## Definitions of Measures within the ETD Dashboard

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

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

The following are measures taken from the 2011/14 ETD service plan that represent a cross cutting view of performance across the Department.

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

P'folio	Measure	Definition	Proxy Measure (Service Action)	2011/12 Target
P&T	Indicator ( <b>COG</b> )	target for nine measures (8 at the time of writing as one is still to be reported out of EXOR): <ul style="list-style-type: none"> <li>• A road condition</li> <li>• B and C road condition</li> <li>• Category 1 and 2 footway condition</li> <li>• Bridge condition index</li> <li>• Category 1 defect number</li> <li>• Category 1 defect response time</li> <li>• Rectification of street light faults</li> <li>• Public satisfaction</li> <li>• Inspections carried out on time (to be reported when available)</li> </ul>		
Cllr Plant P&T	<b>H'Ways</b> Strategic Partnership (Quality of Works)	This is a measure of the number of quality audits of highway works where identified actions are attributable to our partnership contractor.		<4.5%
Cllr Plant P&T	<b>H'Ways</b> County Council's own highway works promoter performance - Section 74 'fine' comparison with other works promoters in Norfolk	Comparison of the percentage of works on the highway completed on time by NCC and utilities. Monthly performance		NCC performance to be better than utilities
Cllr Steward Ec Dev	<b>EDS</b> Difference in JSA claimants compared to East of England ( <b>COG</b> )	Compares the number of Job Seeker Allowance claimants in Norfolk to the total in the East of England.		Set by the ten year historical trend.
Cllr Steward Ec Dev	<b>EDS</b> Job vacancies notified to Jobcentre Plus ( <b>COG</b> )	Monitors the number of job vacancies in Norfolk. For Jobcentre Plus vacancies our target relates to the 5 year average because this is as long as the time series allows. So we are comparing this year's in-month result with the average of the past 5 year's results from the same month.		Greater than or equal to 5 year average
Cllr Borrett	<b>E&amp;W</b> Biodegradable waste	Monitors the amount of		Allowance in



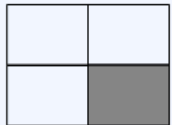
P'folio	Measure	Definition	Proxy Measure (Service Action)	2011/12 Target
E&W	landfilled against allowance (COG)	biodegradable waste that is landfilled in the month against the government set landfill allowance.		2011/12 is 129,761t
Cllr Borrett E&W	<b>E&amp;W</b> Residual waste landfilled	Tonnage of waste that was sent to landfill in each month.		207,165t
Cllr Borrett E&W	<b>E&amp;W</b> Recycling Centre rates	Percentage of material recycled at the household waste recycling centres each month.		68%
Cllr Borrett E&W	<b>E&amp;W</b> No. of people accessing & downloading online national trails info	Monthly count of people accessing online information relating to Norfolk national trails.		

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

P'folio	Measure	Definition	Proxy Measure (Service Action)	2011/12 Target
		<ul style="list-style-type: none"> <li>This measure will capture any savings being recorded with the exception of procurement efficiency, income generation activity and asset / accommodation rationalisation.</li> </ul>		
All	Premises related costs per FTE per month	This measure has been recently under development in order to establish a sound methodology. The measure will be based upon average of FTE actuals against actual spend for all costs coded to premises subjectives. Work will continue to develop the 'story' behind any movement experienced as we anticipate this will be contributed to by many different factors. Work is also underway to develop departmental level information. The figure quoted is for the 2010/11 financial year on an NCC wide basis.		N/A
Cllr Plant P&T	<b>H'Ways</b> Strategic partnership (Financial savings – projection of year-end)	Financial savings for the renegotiation of the NSP contract. The monthly figure is a projection of the year-end result.		£1.51m
<b>Sustainability</b>				
All	ETD Energy (fossil fuels) consumption 2010/11 (CO2 emissions)	Norfolk County Council Carbon Dioxide Emissions within 2009/10 and 2010/11 and Energy consumption by fuel in 2010/11. This measure currently relates to property only.		N/A
<b>Organisational productivity</b>				
All	Sickness absence	Sickness absence per employee FTE measured against an internal target. It has been agreed that information		7.67

P'folio	Measure	Definition	Proxy Measure (Service Action)	2011/12 Target
		will be supplied on a monthly basis from the HR shared service.		
All	Accident/Incident Rates	Number of non reportable and reportable incidents per 1,000 employees per month. It has been agreed that information will be supplied on a quarterly basis from the HR shared service.		N/A
All	Staff resourcing (composite indicator)	<p>This is a composite indicator made up of the following elements supplied centrally:</p> <ul style="list-style-type: none"> <li>• Recruitment activity/costs,</li> <li>• Redeployment activity,</li> <li>• Redundancy,</li> <li>• liP Accreditation,</li> <li>• HR Direct resolution rate,</li> <li>• Use of temporary &amp; agency staff,</li> <li>• Management of Change,</li> <li>• Culture Change Shifts</li> </ul> <p>Work is underway to determine a better indication of departmental performance; this should be available from November onwards.</p>		N/A
All	Corporate level risks	Risks from the Corporate Risk Register relevant to ETD that are scored at 10 or above and that have an amber or red prospect against mitigation of the risk by the aspirational date identified by the risk owner.		N/A



### Outcomes for Norfolk People

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

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

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

**Key:**

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

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