

Environment, Development and Transport Committee

Date: **Friday, 27 January 2017**

Time: **10:00**

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

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

Membership

Mr M Wilby (Chairman)

Mr R Bird

Mr A Boswell

Ms C Bowes

Mr B Bremner

Mr J Childs (Vice-Chairman)

Mr S Clancy

Mrs M Dewsbury

Mr T East

Mr C Foulger

Mr B Iles

Mr T Jermy

Mrs J Leggett

Mr G Plant

Mr J Timewell

Mrs C Walker

Mr A White

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

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

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

A g e n d a

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

2. Minutes

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To confirm the minutes of the meeting of the Environment Development and Transport Committee held on the 11 November 2016.

3. Declarations of Interest

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

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

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

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

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

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

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

5. Public Question Time

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

Please note that all questions must be received by the Committee Team committees@norfolk.gov.uk by **5pm on Tuesday 24 January 2017**.

For guidance on submitting public question, please view the Consitution at www.norfolk.gov.uk or visit www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee

6. Local Member Issues/ Member Questions

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Tuesday 24 January 2017**.

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

8. Appointment of Members to Norfolk Windmills Trust

The Committee has appointed the following Members as Council Representatives on the Norfolk Windmills Trust for a period to run from 1st May 2014 until 30th April 2019:

- Cllr James Joyce
- Cllr Fred Agnew
- Cllr Brian Hannah

Councillor Hannah has indicated he wishes to step down from the role and the Committee is therefore requested to consider a replacement representative.

9. Update from Economic Development Sub Committee

Page 15

A report by the Executive Director of Community and Environmental Services

10. Finance monitoring

Page 21

A report by the Executive Director of Community and Environmental Services

11. Strategic and Financial Planning 2017-18 to 2019-20

Page 33

A report by the Executive Director of Community and Environmental Services

- 12. Flood & Water Management Funding Policy Guidance** **Page 64**
- A report by the Executive Director of Community and Environmental Services
- 13. Highway capital programme and Transport Asset Management Plan (TAMP)** **Page 85**
- A report by the Executive Director of Community and Environmental Services
- 14. Colney Bowthorpe Bridge Link** **Page 122**
- A report by the Executive Director of Community and Environmental Services
- 15. Recommendations of the Greater Norwich Development Partnership (GNDP) Board** **Page 128**
- A report by the Executive Director of Community and Environmental Services
- 16. Forward Plan and decisions taken under delegated authority** **Page 131**
- A report by the Executive Director of Community and Environmental Services

Group Meetings

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

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

Date Agenda Published: 18 January 2017



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Environment, Development and Transport Committee

Minutes of the Meeting held on Friday, 11 November 2016 at 10am in the Edwards Room at County Hall

Present:

Mr M Wilby - Chairman

Mr R Bird

Mr A Boswell

Ms C Bowes

Mr B Bremner

Mr J Childs - Vice-Chairman

Mr S Clancy

Mrs M Dewsbury

Mr T East

Mr C Foulger

Mr B Iles

Mr M Kiddle-Morris

Mr G Plant

Mr J Timewell

Mrs C Walker

Mr A White

1. Apologies and Substitutions

- 1.1 Apologies were received from Mr T Jermy, who was attending a remembrance service in Thetford, and Mrs J Leggett (Mr M Kiddle-Morris substituting).

2. Minutes

- 2.1 The minutes of the meeting held on 14 October 2016 were agreed as an accurate record and signed by the Chairman.

3. Members to Declare any Interests

- 3.1 No interests were declared.

4. Urgent Business

- 4.1 There were no items of urgent business.

5. Public Questions

- 5.1.1 A public question was received from Mr Hawkins, secretary of the Norfolk Area Council of the Ramblers Association; see Appendix A.

- 5.1.2 Mr Hawkins asked a supplementary question: he noted that at the launch of a section of the England Coastal path, the Chairman spoke of the health, financial and touristic benefits of walking for Norfolk. Noting the answer to his question and budgets constraints, Mr Hawkins queried whether it was recognised that this could be a financial benefit to the Council rather than a drain on resources. He wished to ask his question again, as he felt it was a complex issue which should be referred to LAF (the Local Access Forum) to be considered in detail.
- 5.1.3 The Chairman agreed with Mr Hawkins about the health benefits to the community of walking; he confirmed that the Committee were looking to address issues around walks in the future and therefore would like to take the issue no further at the present time.

6. Member Questions

- 6.1 Mr Bird raised a query regarding a recent article in the EDP about blanket 40mph speed limit trials in rural areas of North Norfolk. The Chairman confirmed that he had written to the Department of Transport regarding funding and **agreed** to report back to the Committee once a response was received.
- 6.2 Mr Clancy raised that he had suggested parish grit bins should be filled as soon as possible, prior to bad weather, however was concerned this would be impeded by the bureaucratic process. The Head of Highways confirmed instruction to begin filling grit bins had been given that week (beginning 7 November 2016), and expected work to be completed by December.
- 6.3.1 Mrs Walker spoke of parking issues experienced by residents on Magdalen Way and Gorleston estate caused by amalgamation of surgeries by the Clinical Commissioning Group. The Head of Highways clarified that the minor traffic works budget was removed by the Committee in 2015; works related to parking would be funded through the Norfolk Parking Partnership Civil Parking Enforcement (CPE) budget, implemented through their surplus, however, the CPE were currently working at a loss.
- 6.3.2 The Assistant Director for Highways and Transport **agreed** that a report would be brought to the Committee in the new year regarding coordination of the Committee's budget with the CPE programme to free up resource across these issues, however agreed in the meantime to see whether resource was available to deal with priority issues. The Executive Director of Community and Environmental Services **agreed** that the area manager would arrange to meet with Mr G Plant (as Councillor for Gorleston St Andrews) to review if any options were available to address the problems discussed.

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

- 7.1 Mr East gave an update from the Norwich Western Link (NWL) Project Member Working Group, see Appendix B, and referred the Committee in particular to Point 5 of the document.
- 7.2.1 During discussion the following points were noted:

- 7.2.2 With reference to point 4 (Appendix B), officers were requested to press Highways England to ensure the A47 and NWL projects be considered as complementary.
- 7.3.1 Mr East shared that the Working group had been advised prioritising delivery of the NWL project as a County corporate priority would support efficient delivery of the project. Discussion was held over money which may be available if a devolution deal was accepted by the Council. The Executive Director of Community and Environmental Services felt that, based on previous Committee discussions, there were 3 implied priorities around new major highway infrastructure schemes and suggested a paper be brought to committee (see 7.3.3).
- 7.3.2 It was confirmed that the Burlingham to Acle dualling were in the agreed Highways England programme, and public consultation would be launched in spring 2017.
- 7.3.3 It was **agreed** that a report discussing the 3 priorities around future highways schemes (the 3rd Yarmouth river crossing, the Norwich Western Link project and the Long Stratton bypass), would be brought to the next Committee meeting on the 27 January 2017, where the Committee would consider making recommendations to Full Council about new major highway infrastructure priorities. It was also **noted** that priorities should be consistent with those of the LEP (new Anglia Local Enterprise Partnership).

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

- 8.1 The Committee received the report from the broadband, mobile phone and digital Member Working Group giving an update on mobile phone and digital coverage.
- 8.2 Prior to introducing the report, in reference to earlier discussions about parking issues (paragraph 6.3), Cllr Strong shared that she had spoken with the Police, who believed that they didn't have powers to act on obstructions to drives or pathways. Cllr Strong had found evidence that this was in fact the responsibility of the Police and that they had accepted this was the case. Cllr Strong agreed to circulate this information to Members.
- 8.3.1 During Discussion the following points were noted:
- 8.3.2 The better broadband for Norfolk steering group had interviewed all 4 major phone operators Vodafone, 02, EE and 3, and the Mobile Broadband Group who had agreed to look into when Norfolk would reach 90% Superfast Broadband coverage, and when a map would be available showing plans for future coverage. Maps showing current coverage on Mobile Networks' websites and Ofcom's website was discussed however the reliability of the data was noted.
- 8.3.3 It was clarified that Mobile phone companies shared infrastructure networks, with Eastern infrastructure shared between Vodafone and 02, and Western infrastructure shared between EE and 3.
- 8.3.4 Following discussion, the Chairman **asked the working group**, if not enough progress has been made by January, to write a letter to the Minister.

- 8.4 The Committee:
- **CONSIDERED** the information provided and the progress being made.
 - **AGREED** that the next update to Committee would be in April 2017.
 - **ASKED** the Better Broadband for Norfolk working group, if not enough progress has been made by January, to write a letter to the Minister requesting intervention to improve Norfolk's access to mobile phone networks.
- 8.5 There was a break from 10.52am until 11:14am for the County Hall Remembrance Service.
- 9. Better Broadband for Norfolk Programme update**
- 9.1.1 The Committee received the report giving an update on progress of the rollout of Better Broadband for Norfolk against delivery of contractual commitments and exploring issues regarding take-up of superfast broadband services.
- 9.1.2 The Programme Director asked the Committee to note properties with access to superfast broadband in comparison to those who had taken it up; for those households who take up superfast broadband it was noted that money was clawed back by the Council, which would be reinvested in further broadband improvements.
- 9.1.3 It was clarified that the actual speed used was lower than the maximum available due to the number of people still using copper wiring, which compressed the speeds, and consumer choice resulting in people taking up packages of different speeds.
- 9.2 The Committee **CONSIDERED** progress to date and particularly levels of Take-up of fibre services versus levels of availability.
- 10. Street lighting update**
- 10.1 The Committee received the report requested at the Committee meeting on 14 October 2016 providing an update on initiatives related to street lighting.
- 10.2 The Chairman updated the Committee on a report in the EDP about this item, and a letter he had received from the Campaign to Protect Rural England supporting the work of the Committee on this issue.
- 10.3.1 During discussion the following points were noted:
- 10.3.2 The Head of Highways clarified that dangerous lighting had been replaced in the first 5 years of the initiative; redundant lighting would be removed after the trial period.
- 10.3.3 The Head of Highways clarified the Council's street lighting energy bill was approximately £2.5m per year.
- 10.3.4 The Head of Highways **agreed** to find out whether County Hall and the County Hall carpark were lit overnight.
- 10.4 Mr Clancy left the meeting at 11:25am.

- 10.5.1 The Head of Highways confirmed that capital expenditure for street lighting initiatives was funded from the PFI (private finance initiative) sinking fund and reserve; payments from the DfT met the annual PFI payments. It was intended that savings made from improvements would reimburse the PFI reserve.
- 10.5.2 The Head of Highways agreed to check the accuracy of the 7,500 CO₂ saving to date figure included in the report.
- 10.5.3 It was queried whether the target reduction in CO₂ by 2020 was ambitious enough. The Head of Highways discussed that, bearing in mind additional lighting which may come onto the network before 2020, officers felt this was an achievable target however were aiming to better it. It was **agreed** that further information on Street Lighting would be brought back to the Committee in 6 months' time to review progress and look into whether the 2020 CO₂ reduction target should be reviewed.
- 10.6.1 Mr Bremner **proposed** "Norfolk County Council look to reverse part night lighting in areas where there was a clear demand for the reversal", seconded by Mrs Walker.
- 10.6.2 Discussion was held over the concerns of some residents and perceived dangers attributed to part night lighting, and the evidence brought by Norfolk Police showing a reduction in crime and the positive outcomes on light pollution. It was noted that savings would need to be found elsewhere if the scheme was reversed.
- 10.6.3 The proposal was taken to a vote:
• With 2 votes for, 12 against and 1 abstention the proposal was lost.
- 10.7 The Committee
• **NOTED** the progress made in delivering savings by introducing new technology and other initiatives;
• **AGREED** that further de-illumination of redundant lighting on main roads was not progressed.

11. Norfolk Energy Futures

- 11.1 The Committee received the report providing an overview of Norfolk Energy Futures Ltd.'s (NEF) current performance and proposing the strategic direction for the company to meet future market demand.
- 11.2.1 During discussion the following points were noted:
- 11.2.3 The Assistant Director clarified that wires from Wind Turbines were buried deep enough to not impact on agricultural work, and no new infrastructure was needed as they could be connected to existing connection boxes.
- 11.2.4 The Assistant Director clarified the structure of the Board and investment panel. Being owned by the Council was seen to bring a position of trust with companies in the competitive market. The Business model had changed due to changes in tariff, and they were moving towards more sustainable investment in Solar Power.
- 11.3.1 Mr Plant discussed his concerns over the investments shown in the report; he

suggested the item be postponed until a business plan showing the profit forecast over the next years was presented, reassuring the Committee that investment was positive and assured. This was seconded by Mr White.

- 11.3.2 Following discussion on Mr Plant's suggestion, investments and information shown in the report on the commercial direction of NEF moving forward, the Chairman **proposed** an amendment in place of recommendation 2, seconded by Mr Plant:

“freeze all current projects with no more investment to take place from today whilst a review takes place on the future of NEF and for a report to come back to Environment Development and Transport Committee in 6 months' time with a business plan and options available”

- 11.3.3 The Executive Director of Community and Environmental Services clarified that 3 projects, shown on p34, were contractually signed, 2 projects shown in table 2, page 35, were awaiting a paper to be referred to the investment board, and table 3 was a pipeline of projects for future consideration; therefore 'freezing' would mean freezing the projects listed in table 2.

- 11.3.4 Discussion was held over the implications and risks of freezing projects and the proposal raised by the Chairman.

- 11.4.1 The Committee **NOTED** the activities of the company to date.

- 11.4.2 The proposal was put to a vote.

With 10 votes for and 5 against, the Committee:

- **AGREED** to freeze all current projects with no more investment to take place from 11 November 2016 whilst a review takes place on the future of NEF, and for a report to come back to Environment Development and Transport Committee in 6 months' time with a business plan and options available.

12. Performance management

- 12.1 The Committee received the performance management report based on the Committee's 15 vital sign's indicators.

- 12.2 The Committee:

- **REVIEWED** the performance data, information and analysis presented in the vital sign report cards;
- And;
- **AGREED** the recommended actions identified were appropriate.

13. Risk management

- 13.1 The Committee received the report providing information from the latest Environment Development and Transport Committee risk register as at October 2016 following the latest review conducted at the end of September 2016, aligned with and complementing the performance and financial reporting.

- 13.2 The Committee:
- **CONSIDERED** the changes to risks judged as exceptions (in paragraph 2.2 and Appendix A), and other departmental risks (in Appendix E);
 - **AGREED** the recommended mitigating actions identified in Appendix A were appropriate;
 - **CONSIDERED** the definitions of risk appetite and tolerance in paragraph 2.6.

14. Finance monitoring

- 14.1 The Committee received the report reflecting the forecast outturn position for the Services from Community and Environmental Services relevant to the Committee.
- 14.2 The Committee:
- **NOTED** the forecast out-turn position for the Environment Development and Transport Committee and the current risks to the budget as highlighted in the report;
 - **NOTED** the planned use of reserves as set out in section 4 of the report and that proposals for any further use of reserves in 2016-17 would be highlighted to the Committee if the resulting forecast level of reserves falls below the 31 March 2017 balances anticipated at the time the budget was set.

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

- 15.1 The Committee received and **NOTED** the report requested at the Committee meeting on the 14 October 2016 providing information on the Offshore windfarm proposals Norfolk Vanguard and Hornsea Project Three.
- 15.2.1 During discussion the following points were noted:
- 15.2.2 It was noted that this item was for information; a full briefing would be given next year when the County Council is consulted on the formal applications. Final decisions on the proposed windfarms would be made by the Secretary of State for Business, Energy and Industrial Strategy, however, Norfolk County Council would be invited to make comments as a statutory consultee.
- 15.2.3 It was noted that the substation associated with the Vanguard proposal could be within a 2 – 3 km radius of the existing Necton substation.
- 15.2.4 It was indicated that National Grid had suggested that it is unlikely that any further reinforcement of existing pylons would be needed. It was also confirmed that the cable routes for both projects would be placed underground.
- 15.2.5 The scope of the project was highlighted; for the Dudgeon windfarm substation at Necton, 2 cables were laid. For the proposed Vattenfall and Dong windfarms, 6-8 cables would be laid; it was hoped that lessons had been learned from mistakes made and mishandling of public complaints on the Dudgeon windfarm project.

16. Forward Plan and decisions taken under delegated authority

- 16.1 The Committee received and **REVIEWED** the report setting out the forward plan for the Environment Development and Transport Committee, and **NOTED** the delegated decisions taken by officers.
- 16.2.1 Throughout discussion of the meeting, the following were requested:
- 16.2.1 A report in the new year regarding coordination of the Committee's budget with the CPE programme to free up resource to help address parking issues experienced in Gorleston and Magdalen Way. In the meantime the Area Manager would arrange to meet with Mr G Plant (as Councillor for Gorleston St Andrews) to review if options were available to deal with priority issues 6.3. (paragraph 6.3.2)
- 16.2.2 A report discussing the 3 priorities around future highways schemes (the 3rd Yarmouth river crossing, the Norwich Western Link project and the Long Stratton bypass), would be brought to the next Committee meeting on the 27 January 2017, where the Committee would consider making recommendations to Full Council about new major highway infrastructure priorities. (See paragraph 7.3.3)
- 16.2.3 If not enough progress has been made by January, the Better Broadband for Norfolk working group to write a letter to the Minister requesting intervention in technology going in to help improve Norfolk's access to Superfast Broadband. (see paragraph 8.4)
- 16.2.4 Further information on Street Lighting would be brought back to the Committee in 6 months' time to review progress and look into whether the 2020 CO₂ reduction target should be reviewed. (See paragraph 10.5.3)
- 16.2.5 A review to take place on the future of NEF, and for a report to come back to Environment Development and Transport Committee in 6 months' time with a business plan and options available. (See paragraph 11.4.2)
- 16.3 The Committee wished the Vice Chairman good luck taking part in the Benjamin Foundation "sleep out" in Norwich that evening.

The meeting closed at 12:17 PM

Chairman



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PUBLIC QUESTIONS TO ENVIRONMENT, TRANSPORT AND DEVELOPMENT COMMITTEE: FRIDAY 11 NOVEMBER 2016

5. PUBLIC QUESTIONS

5.1 Question from Mr Ken Hawkins

A recent NCC Press Release announces “Podium position three years in a row for Norfolk” (2016 Highways and Transport Network Survey), for which congratulations are due. It doesn’t mention that for three years consecutively, Norfolk has been in the bottom 3 or 4 for ‘Satisfaction with public rights of way’, this year 25th of 28. If Norfolk is serious in aspirations to promote itself as a preferred tourist destination, public satisfaction scores should be brought towards the top of the list. Will the Committee refer this as a significant concern to the LAF and ask them to bring forward proposals, or does the Committee have other proposals to address this?

Response by Chairman of EDT Committee

The independent NHT survey is a broad analysis of many aspects of highways maintenance and management which found that overall Norfolk ranked 3rd out of 28 similar councils for public satisfaction. We are examining the results to see where we can do better and public satisfaction and acknowledge that public rights of way has a lower satisfaction score than some of our other service. However the report also includes evidence that, in the opinion of the public, increased expenditure on public rights of way is difficult to justify given the constraints on budgets and other competing priorities. When the public were asked which service it would be acceptable to divest from, the highest response was the management and maintenance of country paths and public rights of way.

We are grateful for Mr Hawkins involvement with the ongoing project to reshape the way we deliver the green infrastructure service. This is the Committees approach to address the issue in a proportionate way. Collaboration with the Ramblers, LAF and other groups has helped us shift to a more focused operational delivery with an integrated approach for all Trails and public rights of way in local area teams. We will have dedicated staff in our area offices who will be responsible to the Area Manager for dealing with any maintenance and enforcement issues to do with public rights of way. We will also continue to engage with local communities about how they can help us delivery a better service in this area.

Norwich Western Link Project - Member Working Group update (11 November 2016)

Further to previous meetings of the Norwich Western Link Project Member Working Group and the report provided at the 8 July 2016 EDT Committee meeting, the Member Group met again on 9 November. The following provides a brief summary of the meeting:

1. There was an update provided on the Local Plan Review process by Phil Morris (Principal Planner - NCC) and the recently published 'call for sites' details setting out possible development proposals suggested by landowners. A discussion about the review and the need to consider the implications for the Norwich Western Link project followed. Particular attention was given to how the timing of the project aligns with the overall timescales for the review process. The Member Group requested further details in relation to the project programme and the need to consider wider implications and project risks. This is to be provided for the next meeting.
2. A further update on the current and next 6 month phases of work in delivering the project was provided to the Member Group. This provided a summary of the activities undertaken in the first 6 months as set out in the 8 July Committee Report. One of the early stages of work is a series of meetings with the communities most affected by the project. The Member Group were shown the terms of reference for the proposed stakeholder group (which will include a representative from each of the engaged parish councils). An invite was also agreed for city Members, whose wards are potentially impacted (ie within the western quadrant), to join the stakeholder meetings.
3. Steve Scowen from Broadland District Council (BOC) joined the meeting again to provide a further update on the Food Hub proposals and the associated proposed Local Development Order (LOO) that is being progressed by BOC. It was confirmed that a report on the LOO was taken to and agreed by the BOC Cabinet in October. This set out the next steps and received approval to proceed the LOO to consultation. The timing of that consultation is currently being reviewed, but may be in January 2017. It was agreed that Steve will continue to attend the meetings of the Group to provide ongoing updates on progress.
4. An update was provided on the latest position that Highways England consultants have reached in developing the Easton to North Tuddenham A47 dualling project. This follows a general Member briefing that was provided by Highways England in October, where it was set out that the consultation on the A47 project was now expected early in 2017 (intended before the election period). Disappointment in the seemingly slow progress with the A47 project was expressed. Further approaches are to be made to Highways England to seek reassurances regarding project delivery timescales and to confirm that a possible Norwich Western Link project is assessed as part of their project as well as the Food Hub (LOO) discussed at item 3 above.
5. The Member Group also requested that the prioritisation of the Norwich Western Link project is clarified and asked for the process to confirm this to be looked into. Officers agreed to review this and confirm back to the Group as soon as possible.

For more details, please contact David Allfrey (Major Projects Manager).
Tel 01603 223292

Environment, Development and Transport Committee

Item No.

Report title:	Update from Economic Development Sub Committee
Date of meeting:	27 January 2017
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact <p>The Chair of the Environment, Development and Transport Committee (EDT) requested an update for each meeting on the issues and actions from the Economic Development Sub Committee (EDSC). This report summarises those of the 24 November 2016 EDSC meeting.</p>	

Executive summary

At their November 2016 meeting, the key issues EDSC discussed were:

- Update from the County Farms Advisory Board
- Cambridge Norwich Tech Corridor
- Norfolk Library Information Service support to business
- Apprenticeships
- A47 Road Investment Strategy update
- Housing and infrastructure growth
- MIPIM UK 2016: Feedback from event
- Update from the France (Channel) England Programme
- Finance monitoring
- Performance Management
- EDSC Sub Committee

Recommendations:

Members to note the update and actions from the November 2016 Economic Development Sub-Committee

1. Proposal

- 1.1. The topics discussed by Members at the previous Economic Development Sub-Committee are outlined below.

2. Evidence

2.1 Update from the County Farms Advisory Board

Mr B Spratt gave an update to the Sub-Committee on the recent meeting of the County Farms Advisory Board:

- The Advisory Board and Farmers hoped to improve communications between County Farms and Norfolk County Council to support moving forward efficiently with, for example, addressing farm repairs,

- There had been a reasonable harvest this year,
- It was felt that farm rents should be reviewed,
- It was felt that County Farm property assets should be looked into more closely, for example, the strong-holdings around Wisbech, Acle and Blofield,
- Tenant farmers had reported they were supportive of the Advisory Board and were keen for the identified improvements to be made as quickly as possible.

2.2 **Cambridge Norwich Tech Corridor**

The Sub-Committee received the report introduced by the Economic Development Manager discussing the Cambridge Norwich Tech Corridor and the local authorities and LEPs (Local Enterprise Partnerships) that had come together in partnership to raise the profile of the Corridor and attract business investment. During the discussion the following points were noted:

- The level of interest in Hethel Engineering Centre, one of the key assets along the Technology Corridor was queried; the Economic Development Manager confirmed that the centre was performing well, with over 90% occupancy. Tenant companies tended to be more knowledge or technology based and therefore not as directly reliant on the dualling as other businesses. Instead the centre is seen as a key focus for attracting investment.
- A member highlighted a potential to the economy of Norfolk of linking to the motorsport economy of Oxford and suggested that the announcement of the road links to Oxford in the autumn statements should therefore be promoted.

The subcommittee approved the signing of the Memorandum of Understanding and joining the Cambridge Norwich Tech Corridor partnership.

2.3 **Norfolk Library Information Service support to business**

The Sub-Committee received a report discussing projects being looked into by the Business Library in partnership with the Economic Development and Strategy Group to develop its current services and provide more targeted support.

The Economic Development Manager reported that business support is an important service provided through the library. By working in partnership with the New Anglia Growth Hub, it has been possible to ensure added value to the Norfolk business support landscape and avoid duplication.

2.4 **Apprenticeships Update**

The Sub-Committee received a report giving an update on progress against targets for the Apprenticeships Norfolk Network since 2013. The Employment and Skills Manager reported that Norfolk lead the Eastern Region in the uptake of apprenticeships but despite the County's strong performance it was important to highlight that the level of service was likely to be at risk from June 2017 following funding ending at the end of March 2017. During the discussion the following points were noted:

- It was indicated that industry and manufacturing apprenticeships had struggled due to difficulties experienced by the oil and gas industry
- The Apprenticeships Strategy Manager clarified that the number of young people interested in apprenticeships in the industry and manufacturing sector had in fact increased; it was not possible to break down the data further to explore trends related to specific industries and manufacturing types within this and other sectors

- External sources of funding were being explored to replace the funding ending in June 2017. Current funding was given to 2012; it had been used carefully in order to last as long as possible, therefore the endpoint of the funding was known to be accurate.
- Mrs C Walker praised the work of the Norfolk County Council Apprenticeships Service
- Seeking a tariff from employers had not been considered because of uncertainty in the market due to funding changes
- It had been noted that the apprenticeships training framework did not meet the needs of the renewable energy sector, this would change with the reforms due to be brought in by the Government to make apprenticeships more employer led. Pre-apprenticeships would also be seen, taken on by some providers as a pre-cursor to apprenticeships.
- It was noted that Great Yarmouth, Thetford and King's Lynn would not benefit from the social mobility scheme indicated on page 37 of the report. The Employment and Skills Manager reported that Officers were looking to use match funding in order to use funding more broadly across the County
- The acting Assistant Director of Economic Development and Strategy clarified that since it would be necessary to confirm how funding would be provided from June 2017 onwards before current funding ceased, a further report to review Apprenticeships funding would be brought to the Sub-Committee by March 2017
- £250,000 of funding would be needed to continue with the existing level of service
- The number of health and social care apprenticeships was increasing annually with plans in place to increase this further. Conversations were underway with the Norwich Research Park who were looking at taking on higher level apprenticeships.
- Mr B Spratt proposed that the Chairman discuss with the Executive Director of Finance whether the Committee would have the capacity to fund the full £250,000 required to continue the work of Apprenticeships Norfolk, seconded by Mr J Timewell.
- The acting Assistant Director of Economic Development and Strategy felt it was important to first explore the external funding opportunities available before proposing any amount of funding by Norfolk County Council.

The Sub-Committee noted:

- The strong performance in Apprenticeships starts over the previous 3 years since 2013
- That the Norfolk County Council Apprenticeships Norfolk Fund funding to support marketing and other activities apprenticeships would end in March 2017
- That the Norfolk County Council Apprenticeships Norfolk Fund funding to provide face to face support promoting apprenticeships would end in June 2017
- That alternative sources of funding were being explored to continue these activities
- That a further report detailing options for future service delivery would be brought to the committee

The Sub-Committee agreed that the Chairman discuss with the Executive Director of Finance whether the Committee would have the capacity to fund the full £250,000 required to continue the work of Apprenticeships Norfolk.

2.5 **A47 Road Investment Strategy Update**

The Sub-Committee received a report providing an update on A47 improvement schemes being developed by Highways England, and other projects being undertaken by Highways England. During the discussion the following points were noted:

- The impact of increased timescales on the cost of schemes was queried. The Principal Infrastructure Growth Planner discussed environmental surveys which would need to be repeated if work was not completed within a short period of time, incurring a cost
- Members expressed frustrations over the timescales of existing and future Road Investment Strategy (RIS) schemes. The Principal Infrastructure Growth Planner encouraged Members to continue to express concerns over the timescales and agreed to continue to lobby for these to be sped up, however recognised that statutory procedures may inhibit this. The Principal Infrastructure Growth Planner agreed to write to the Minister of Transport to request for some of the schemes to be brought forward.
- Issues related to the roundabouts on the A12 to Yarmouth and traffic lights to Garton Hall roundabout were discussed, having not been addressed despite being raised with Highways England. The Principal Infrastructure Growth Planner agreed to follow this up.
- The infrastructure of the Thickthorn Junction was discussed, and the impact on this from house building in Wymondham.

The Sub-Committee agreed to note:

- The stats and timeline for RIS1
- The likely timeline for RIS2 decisions and actively engage with the A47 Alliance to ensure successful approval of our priority schemes “as a matter of urgency”.

2.6 **Housing and Infrastructure Growth**

The Sub-Committee received and noted the report requested at the meeting on 14th July 2016 providing information on housing completions, jobs growth and the status of key infrastructure projects.

The Infrastructure and Economic Growth Manager agreed to find information for Mr B Spratt regarding housing developments and closure of railway crossings at Great Moulton, Aslacton and Tivetshall; he agreed to circulate this information to Mr B Spratt and to the Members of the Sub-Committee.

The Sub-Committee noted that a further report would be brought on this item in 2017.

2.7 **MIPIM UK 2016: Feedback from event**

The Sub-Committee received and noted the report providing feedback from attendance of the County Council’s inward investment team at MIPIM UK 2016 along with the Greater Norwich Growth Board, New Anglia Enterprise Partnership (LEP) and the private sector to promote development opportunities in Norfolk and raise Norfolk and Norwich’s profile to a national and international audience of property investors.

The Infrastructure and Economic Growth Manager introduced the report:

- A copy of the investment brochure created to promote investment opportunities in Norfolk at the MIPIM UK event was made available to view;
- The Infrastructure and Economic Growth Manager discussed the process of brand creation and showed the prospectus promoting key features of

- the region;
- Business people from the private sector had helped to promote Norwich and Norfolk at the event;
- The first visit from an investment lead had been arranged.

A concern was raised over the road network in Norwich and the impact of roadworks in the City. The Executive Director of Community and Environmental Services clarified that there were no planned roadworks in Norwich over Christmas. He discussed the positives of increased footfall in the City to the retail sector and wider businesses. He also said that planned growth improvements to the transport infrastructure were important.

2.8 **Update on the France (Channel) England Programme**

The Sub-Committee heard a presentation by the Programme Manager for the France (Channel) England Programme, providing an annual update, namely:

- €105m was allocated to Priority 1, €102m to Priority 2 and €63m to Priority 3;
- The selection committee were due to meet at the end of November to decide the stage 2 projects;
- Intelligent Community Energy (ICE) had nine partners, one of which was in Norfolk, the UEA (University of East Anglia);
- ICE was targeted to the needs of isolated areas such as islands
- The ICE programme had developed a system to develop energy based on a mix of renewable energy sources;
- Further information was given about other projects under development.

The acting Assistant Director of Economic Development and Strategy reported that monthly meetings were held with the Government Department for Exiting the European Union to look at key issues from a Norfolk perspective; it had been confirmed that projects agreed before leaving the European Union would have their funding guaranteed while Norfolk County Council was part of the Commission.

The Chairman thanked the Programme Manager for the France (Channel) England Programme for the report and the team for this work on the programme.

2.9 **Finance Monitoring**

The Sub-Committee received the report providing the financial position for the service as at the end of September 2016, period 6 for the 2016-17 financial year, covering the revenue budget, capital programme and balance of reserves.

The Finance Business Partner for Community and Environmental Services agreed to clarify the full figures of the agreed investment for Scottow.

The Sub-Committee noted the budgets for Economic Development and Strategy for 2016-17.

2.10 **Performance Management**

The Sub-Committee received the report based on the revised performance management system and the Committee's four vital signs indicators.

The Sub-Committee notes that none of the four vital signs which fell within their remit had met the exception reporting criteria.

2.11 **Forward Plan**

The Sub-Committee received and reviewed the forward plan for the period January-March 2017.

It was noted that a further report would be brought to the Sub-Committee by March 2017 to review Apprenticeships Norfolk funding, in light of the risk related to ongoing funding.

3. Issues, risks and innovation

3.1. None as a result of this report.

4. Background

4.1. This report has been produced at the request of the EDT Chair.

Officer Contact

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

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Environment Development and Transport Committee

Item No.

Report title:	Finance monitoring
Date of meeting:	27 January 2017
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact This report provides the Committee with information on the budget position for the relevant services from the Community and Environmental Services department for 2016-17.	

Executive summary

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

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

The 2016-17 net revenue budget for those services is £150.568m. As at November, Period 8 we are forecasting a balanced budget.

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

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

Recommendations:

Members are recommended to note:

- a) The forecast out-turn position for the Environment Development and Transport Committee and the current risks to the budget as highlighted in the report.
- b) Members are asked to note the planned use of reserves as set out in section 4 of the report and that proposals for any further use of reserves in 2016-17 will be highlighted to this committee if the resulting forecast level of reserves falls below the 31 March 2017 balances anticipated at the time the budget was set.
- c) Note the updates on risk management within section 6 of the report.
- d) The pipeline for significant contracts for EDT committee for the period to the end of 2018 as shown in appendix B.

1. Proposal

- 1.1. Members have a key role in overseeing the financial position for the services under the direction of this committee, including reviewing the revenue and capital position and reserves held by the service. Although budgets are set and monitored on an annual basis it is important that the ongoing position is understood and the previous year's position, current and future plans and performance are considered.
- 1.2. This monitoring report reflects the budgets and forecast position as at the end of September 2016.

2. Evidence

Revenue budget 2016-17

- 2.1. The 2016-17 Net Revenue budget for the services relevant to this committee is £150.568m.
- 2.2. The table below summarises the budgets relevant to this committee as at November 2016:

Table 1 Net Revenue budget 2016/17

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

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

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

2.5. Transport services includes:

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

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

2.7. In year, waste data from Quarter 1 and Quarter 2 have shown an increase in residual waste collected from previous years. The service continues to monitor the position and will review the forecast as more data is available. Residual waste costs are linked with recycling services and it is anticipated that, based on current projections, costs pressures arising from increased waste tonnages are likely to be off-set by savings in recycling services.

3. Capital Budget 2016-17

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

3.1. As at the end of November 2016, Period 8, we are forecasting full delivery of the 2016/17 programme.

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

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

4. Reserves 2016-17

- 4.1. The Council holds both provisions and reserves.
- 4.2. Provisions are made for liabilities or losses that are likely or certain to be incurred, but where it is uncertain as to the amounts or the dates which they will arise. The Council complies with the definition of provisions contained within CIPFA's Accounting Code of Practice.
- 4.3. Reserves (or Earmarked Reserves) are held in one of three main categories:
- 4.4. Reserves for special purposes or to fund expenditure that has been delayed - reserves can be held for a specific purpose, for example where money is set aside to replace equipment or undertake repairs on a rolling cycle, which can help smooth the impact of funding.
- 4.5. Local Management of Schools (LMS) reserves that are held on behalf of schools – the LMS reserve is only for schools and reflects balances held by individual schools. The balances are not available to support other County Council expenditure.
- 4.6. General Balances – reserves that are not earmarked for a specific purpose. The General Balances reserve is held to enable the County Council to manage unplanned or unforeseen events. The Executive Director of Finance is required to form a judgement on the level of the reserve and to advise Policy and Resources Committee accordingly.
- 4.7. The reserves falling under this Committee would fall into the first category. Additionally they also may related to income that we have received from specific grants where we have yet to incur the expenditure, or the grant was planned to be used over a period of time (where the grant is not related to a specific financial year).
- 4.8. The department holds a number of specific earmarked reserves which are held for a range of purposes e.g. commuted sums held for future Highways maintenance costs or ICT funds held to cover the cost of replacement ICT systems. We will continue to review the reserve balances to ensure that their original objectives are still valid and would identify any reserves that could be considered available for re-allocation.
- 4.9. The balance of reserves as at the 1 April was £29.817m, including £6.995m in respect of the Street Lighting PFI and £9.423m in relation to a statutory reserve for the provision for future maintenance of Closed Landfill sites.
- 4.10. The table below shows planned use of reserves for 2016/17 and the forecast balances for 2017/18 and 2018/19.

Table 3 – EDT Reserves 2016-17	Current Year opening balance 01 April 2016	Forecast balance 31 March 2017	Forecast Net Change 2016/17	Forecast Balance 31 march 2018	Forecast Balance 31 march 2019
Business Support and development	(0.091)	(0.091)	0.000	(0.091)	(0.091)
Economic Development	(2.863)	(1.251)	1.612	(0.758)	(0.535)

Skills Team	(0.960)	(0.150)	0.810	0.000	0.000
Innovations	(0.415)	(0.415)	0.000	(0.415)	(0.415)
Development Programme Commissioning	(0.572)	(0.417)	0.155	(0.221)	(0.066)
Development Programme Economic Programme	(0.741)	(0.230)	0.511	(0.122)	(0.054)
Infrastructure & Economic Growth	(0.126)	(0.039)	0.087	0.000	0.000
Scottow Enterprise Park	(0.049)	0.000	0.049	0.000	0.000
Environment and waste	(10.740)	(9.977)	0.763	(9.901)	(9.823)
Abandoned vehicles	(0.006)	(0.006)	0.000	(0.006)	(0.006)
Waste management fund	(0.708)	(0.393)	0.315	(0.393)	(0.393)
Closed landfill Sites	(9.423)	(9.010)	0.413	(8.945)	(8.878)
Energy & Efficiency	(0.005)	0.000	0.005	0.000	00.000
Historic Environment	(0.420)	(0.415)	0.005	(0.415)	(0.415)
Planning services	(0.047)	(0.033)	00.014	(0.033)	(0.033)
Vehicle R&R fund	(0.131)	(0.120)	0.011	(0.109)	(0.098)
Highways & Transport	(15.666)	(10.589)	5.077	(10.071)	(9.603)
Parking Receipts	(0.462)	(0.362)	0.100	(0.262)	(0.162)
Commuted Sums	(3.252)	(2.829)	0.423	(2.656)	(2.473)
Winter maintenance reserve	(0.355)	(0.355)	0.000	(0.355)	(0.355)
Highways Maintenance	(0.194)	(0.134)	0.060	(0.134)	(0.134)
A47 - reserve	(1.000)	(1.000)	0.000	(1.000)	(1.000)
Street Lighting PFI - Sinking Fund	(6.995)	(2.711)	4.284	(2.526)	(2.341)
Highways Network	(0.408)	(0.408)	0.000	(0.408)	(0.408)
Transport Services	(3.000)	(2.790)	0.210	(2.730)	(2.730)
Better Broadband	(0.457)	(0.520)	(0.063)	(0.520)	(0.520)
Total EDT	(29.817)	(22.432)	7.385	(21.345)	(20.576)

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

5. Financial Implications

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

6. Issues, risks and innovation

- 6.1. This report provides financial performance information on a wide range of services responsible to the committee.
- 6.2. Committee regularly receive information on risk via a separate report, Members are not due to receive the next report until May. However services continue to review those risks and would highlight the following updates:

Risk RM14248: Failure to construct and deliver Norwich Northern Distributor Route (NDR) with agreed budget (£179.5m) – Following on from the update previously reported to committee in November, due to the additional work required to evaluate those identified risks the service has amended the prospect of meeting the target score to Red.

Risk RM14231: Increase in the amount of left over waste collected by local Authorities - In year data from Quarter 1 and Quarter 2 have shown an increase in residual waste collected, therefore the service has amended the prospect of meeting the target score to Red. Further work will be undertaken as the service receives more waste data.

6.3. Further details on these risks are shown in Appendix A

6.4. A regular 'contract pipeline' report is being produced, which:

- a. provides an opportunity to get a grip on contracts well in advance of their expiry and to identify opportunities for re-negotiation, re-specification, cessation, merging activities and taking activities in-house; and
- b. enables senior managers collectively to discuss member engagement and reputational issues and to consider organisational capacity and preparedness to manage forthcoming contract renewals.

6.5. Further details relevant to this committee are shown in Appendix B.

Officer Contact

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Risk Number	RM14248					Date of update		04 January 2017		
Risk Name	Failure to construct and deliver Norwich Northern Distributor Route (NDR) within agreed budget (£179.5m)									
Risk Owner	Tom McCabe					Date entered on risk register		26 November 2015		
Risk Description										
There is a risk that the NDR will not be constructed and delivered within budget. Cause: environmental and/or contractor factors affecting construction progress. Event: The NDR is completed at a cost greater than the agreed budget. Effect: Failure to construct and deliver the NDR within budget could result in the inability to deliver other elements proposed in the Norwich Area Transport Strategy (NATS) Implementation Plan. It could also result in a reduction in delivering economic development and negatively impact on Norfolk County Council's reputation. Exceeding the budget will also potentially impact wider NCC budgets and its ability to deliver other highway projects or wider services (depending on the scale of any overspend).										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	4	3	12	2	2	4	Feb-18	Red
Tasks to mitigate the risk										
The total project budget agreed by Full Council (November 2015) is £179.5m.										
1) Put in place a project Board and associated governance mechanisms . Monthly reporting to be provided to the Board (Chaired by Tom McCabe).										
2) Develop a project team to include sufficient client commercial scrutiny throughout the works by Balfour Beatty, which includes a commercial project manager.										
3) Main clearance works, archaeological investigation and utility diversions to start on 4 January 2016. This will enable main construction to meet start planned for March 2016 to keep programme as short as possible.										
4) Assemble project controls and client team to ensure sufficient systems and staffing in place to monitor costs throughout delivery of project.										
5) Cost reduction opportunity meetings to be held throughout the duration of the construction.										
6) Provide assurance of budget management governance through audits.										
Overall risk treatment: reduce										
Progress update										

Progress update

- 1) The project Board is in place and monthly reporting on progress, cost and risk is being provided to the Board.
 - 2) The project team is developed and includes client construction and commercial project managers who will provide scrutiny throughout the works. The contract is incentivised to focus the whole delivery team (client & contractor) to stay within the agreed budget.
 - 3) Main clearance works, archaeology and early utility diversions have been delivered on programme (with the risks of environmental and archaeology constraints restricting progress now passed). However, whilst progress is good, there remained some pressures on programme, with Network Rail approvals taking longer than planned for the Rackheath Bridge. Poor weather in June 16 also slowed progress, but this has largely been recovered. The impacts on budget (including land costs) are being continually reviewed and monitored and reported, but there is a risk to the overall budget.
 - 4) Project administration controls and client commercial team are in place to ensure sufficient systems and staffing to monitor costs and contract information throughout delivery of project. This includes reviewing allowable costs and checking all payments and invoicing.
 - 5) Entire team are focussed on reducing costs and this is reviewed regularly, particularly in relation to any necessary contract changes and programme management.
- A Special Projects Support Manager has been assigned to the NDR project from December 2016 to provide additional capacity on our commercial side.
- 6) A governance (delegated purchasing of land) audit and a contract variations audit to be carried out in the first half of 2017/18.

Risk Number		RM14231				Date of update		05 January 2016		
Risk Name		Increase in the amount of left over waste collected by local authorities.								
Risk Owner		David Collinson				Date entered on risk register		01 April 2007		
Risk Description										
The risk is that the amount of waste exceeds the budget provision in 2016/17. Increases in the tonnage of residual waste above projected tonnages would lead to additional costs of around £107 per tonne. An increase could be caused by any combination of factors such as increases in household numbers, change in legislation, or export related issues, economic growth, weather patterns, a collapse in the recycling markets or an unexpected change in unit costs.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	3	5	15	1	5	5	May-17	Red
Tasks to mitigate the risk										
Work effectively with the Norfolk Waste Partnership on waste initiatives. Reducing the amount of overall waste each household generates, eg campaigns such as Love Food Hate Waste, reusable nappies, home composters and effective use of re-use networks such as for furniture. Improving recycling performance, including improved capture rates for collections for dry recyclables and food waste, and improved performance of Recycling Centres. Lowering the unit costs of providing services, eg through procurement, contract negotiations, contract management and optimising use of existing arrangements. Ensuring we pass on costs effectively where possible, eg recharging for trade waste. Driving waste out of the system, eg waste reduction such as home composting or campaigns against fly tipping.										
Progress update										
Projected residual tonnage for establishing budget was 209,000t using existing contract prices and valid assumptions where prices were not fixed and before the 2015/16 tonnage was established. The final end of year figure for 2015/16 is now established at 212,141t, ie higher than modelled due to a late year increase. In year data from Q1&2 shows that waste growth has continued at around 3.1% and this has been used with historic data to model a full year projection of: Mid case 216,018t, overspend £692,229. Best case 212,036t, reduces overspend to £264,563. Worst case 218,867t increase overspend to £998,211. Residual waste costs are linked with recycling services and levels. Anticipated underspends (eg. based on current projections for payment of recycling credits and for recycling centre performance) should reduce residual waste overspend significantly and to within £50k should the medium case position be the out-turn.										

Environment, development and transport committee Review of pipeline of contracts within the Environment, Development and Transport Service Committee's purview

The council buys goods and service worth more than £600m each year. Policy & Resources committee has asked that each service committee receive an overview of forthcoming contract renewal dates for its area so that members have sufficient notice about forthcoming procurements to provide strategic input.

We spend £600m each year on services and goods for Norfolk people so we need to ensure that we are buying the right things in line with our strategy to help manage demand and target resources so they have the maximum impact for Norfolk residents.

The contracts within this committee's purview mainly relate to highways, waste and passenger transport.

The pipeline for the period to the end of 2018 (the period of this report) is relatively brief but includes:

- The contract for smart ticketing services for passenger transport
- A set of contracts relating to plant hire for the highways service
- The contract for landfill leachate disposal
- The contract with Mott Macdonald for specialist consultancy relating to the NDR

Many of the contracts for highways and waste have a long lead-time. In particular, the committee will be mindful of the expiry of waste disposal contracts in 2020 (with the option to extend until 2021).

1. Current position

- 1) A regular 'contract pipeline' report is being produced, which
 - a. provides an opportunity to get a grip on contracts well in advance of their expiry and to identify opportunities for re-negotiation, re-specification, cessation, merging activities and taking activities in-house; and
 - b. enables senior managers collectively to discuss member engagement and reputational issues and to consider organisational capacity and preparedness to manage forthcoming contract renewals.
- 2) The pipeline consists of the top 400 contracts, and each quarter Executive Directors review all contracts amongst the top 400 with a break or expiry point in the next three years. This will enable decisions to be brought to committees in a timely fashion.
- 3) The top 400 contracts cover approximately £500m of annual expenditure, and include contracts down to around £250k per annum.
- 4) The pipeline for EDT committee for the period to end-2018 is shown below. Contracts with an annual value of approximately £5.6m are due to end or have a break point.
- 5) Contacts where successor arrangements are already in place or where no successor contract is required are coded blue; contracts where a strategy needs to be developed are coded amber.

- 6) No contracts are coded red – which would indicate that arrangements for a replacement contract had been left too late.
- 7) Of the contracts on the pipeline:
 - a) New arrangements have been put in place for South West Smart Applications Limited, a local-authority owned organisation, to act as central purchasing body on behalf of the council for smart passenger transport ticketing technology.
 - b) The contract with MottMacdonald for advice in respect of the NDR will come to a natural end when the road is completed.
 - c) It is likely that the contract will be renewed with UKROEd Ltd, the not-for-profit trading subsidiary of the Road Safety Trust, in respect of back office support for speed awareness courses. UKROEd is the sole provider of these services.
 - d) The procurement team is undertaking a review of the contract for vehicle fuel cards under the Crown Commercial Service framework agreement to identify any savings opportunities.
 - e) The procurement and highways teams are developing a strategy for replacement of the current plant hire arrangements, which involve a number of local small and medium businesses
- 8) The adoption of a common approach to vehicle fleet management across ETD – which encompasses the main council fleets in fire, libraries and highways – provides an opportunity to review procurement practices for vehicle purchase, vehicle lease, parts, maintenance and fuel. The fire service's procurement manager is undertaking an initial review on behalf of the Head of Procurement, and this review may result in further tender exercises.
- 9) The Head of Procurement, in his capacity as senior client for the Norse Group, is working with client teams across the council to review value for money of the various agreements with Norse Group. Of relevance to this committee are the agreements for household waste recycling centres and for transport. The latter are renewed annually, and the Head of Procurement will be liaising with the Assistant Director Highways and Transport about this year's renewal.
- 10) The committee will be aware of the need to finalise the waste procurement strategy in good time for the expiry of the current contracts in 2020. A one-year extension is available on these contracts.
- 11) The procurement team is working with directorates at the request of CLT to provide assurance about the management of major contracts. In this committee's portfolio, this will include the highways maintenance contract, the street lighting PFI and the waste disposal contracts. We will be reporting progress in the next six-monthly update to Policy & Resources Committee.

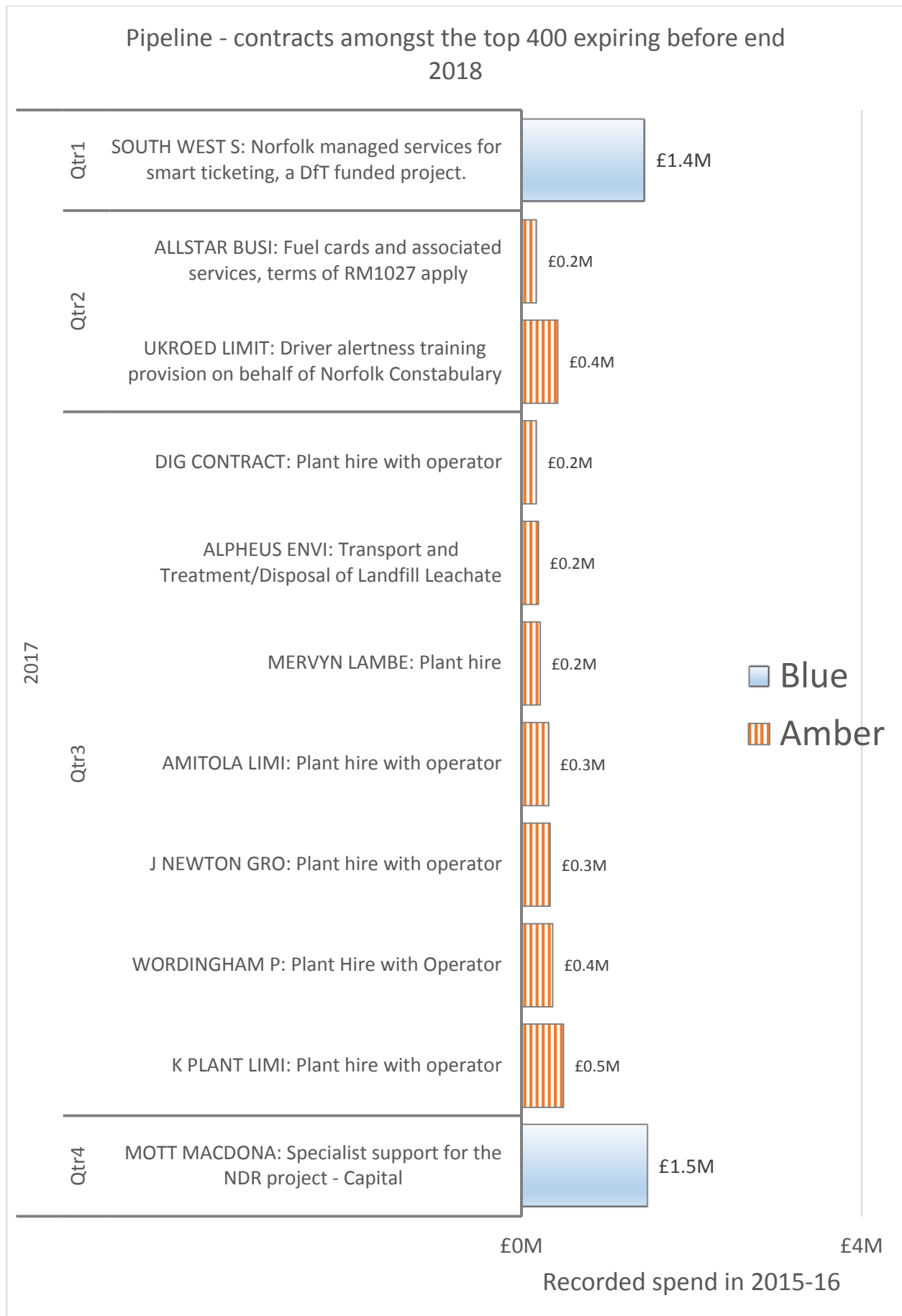
Additional information can be found in the report to Policy & resources Committee [Procurement six-monthly update report to Policy & Resources committee, 31 October 2016](#)

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

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Contract pipeline



Environment, Transport and Development Committee

Item No.

Report title:	Strategic and Financial Planning 2017-18 to 2019-20 and Revenue budget 2017-18
Date of meeting:	27 January 2017
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact <p>The proposals in this report will inform the Council's decisions on council tax and contribute towards the County Council setting a legal budget for 2017-18 which sees its total resources of £1.4billion focused on meeting the needs of residents.</p>	

Executive summary

Norfolk County Council is due to agree its budget for 2017-18, and Medium Term Financial Strategy to 2019-20, on 20 February 2017. The Policy and Resources Committee works with Service Committees to coordinate the budget setting process and to develop a robust and deliverable whole-council budget. Service Committees review and advise on budget plans for their service areas, taking into account the overall planning context as advised by Policy and Resources.

The Autumn Statement 2016 was announced by the Chancellor on 23 November. The Statement did not provide significant additional funding for local government, and details of the implications of announcements by the Chancellor are set out later in this report. The Council has been informed that its Efficiency Plan, prepared after the 2016-17 Budget, has been accepted, providing access to the four-year allocations of funding announced by the Government in 2016-17. The Provisional Local Government Finance Settlement was subsequently published on 15 December, and confirmed these allocations.

The Autumn Statement 2016 confirmed that the Government intends to follow the departmental spending plans set out in the Spending Review 2015, but with the target of a balanced budget being pushed back from 2019-20 into the next parliament as a result of worsening forecasts for the wider economy. As a result, the challenges of austerity and fiscal consolidation for the public sector are now expected to continue beyond 2019-20. This means that the County Council must continue to plan for significant uncertainty and financial pressure, while the implications of major funding changes, including the move to full business rates retention by local government, remain unclear.

In preparing last year's budget, the Council undertook a large scale consultation exercise with a view to identifying a significant level of savings to be achieved by the Council radically changing its role and the way it delivers services. As a result of this, savings of £115.182m were agreed by County Council for the period 2016-17 to 2019-20. For the 2017-18 Budget, this meant that the Council faced a smaller gap to be closed, initially identified as £8.827m and subsequently revised by Policy and Resources Committee. At this point, Services were requested to identify a further £20.000m of savings to enable a balanced budget to be set due to the impact of a number of changes in the Council's budget assumptions. This resulted in new savings proposals totalling £15.249m for 2017-18 reported to Service Committees in October. In November, new savings totalling

£11.616m were reported to the Policy and Resources committee and following the Autumn Statement, the Executive Director of Finance and Commercial Services advised Policy and Resources Committee that a further £4.000m of savings needed to be found to support the preparation of the 2017-18 Budget.

As part of the preparation of the 2017-18 Budget, the Council has assessed the deliverability of planned savings, and considered the overspend pressures within the current year 2016-17. Following this review, the proposals for the 2017-18 Budget represent a considerable investment in services to deliver the Council's key priorities and ensure that a robust, balanced Budget can be presented to Full Council for consideration.

This report sets out the latest information on the Local Government Finance Settlement and the financial and planning context for the County Council for 2017-18. It summarises the Committee's saving proposals for 2017-18, the proposed cash limited revenue budget based on all current proposals and identified pressures, and the proposed capital programme.

It also reports on the findings of rural and equality assessments. The findings of the public consultation are summarised where relevant to the committee.

The information in this report is intended to enable the Committee to take a considered view of all relevant factors in order to agree budget proposals for 2017-18 and the financial plan to 2019-20, and recommend these to Policy and Resources Committee. Policy and Resources will then consider how these proposals contribute to delivering an overall balanced budget for the whole council on 6 February 2017 before Full Council meets on 20 February 2017 to agree the final budget and plan for 2017-20.

This report includes proposals for significant capital investment which includes:

- | | | | |
|---|-------------------------------------|---------|--|
| • | Scottow Enterprise Park development | £3.952 | Additional investment in the essential infrastructure at the site to support the development at the site |
| • | Replacement HWRC Norwich | £2.750m | Provision of new recycling centre for Norwich as a replacement for the existing Mile Cross site |
| • | Highways | £3.500m | Investment in Highways including potential match funding for Flood mitigation schemes |

Recommendations:

The Committee is recommended to:

- (1) Consider and comment on the Committee's specific budget proposals for 2017-18 to 2019-20 in respect of:**
 - The budget proposals set out in Appendix A (summary of new proposals) and Appendix B (list of full proposals);
 - The new and additional savings proposals to contribute to the supplementary target of £4.000m for the Council as identified to Policy and Resources Committee in November 2016; and
 - The scope for a general Council Tax increase of up to 1.99%, within the Council Tax referendum limit of 2% for 2017-18, noting that the Council's budget planning is based on an increase of 1.8% reflecting the fact that there is no Council Tax Freeze Grant being offered, and that central government's assumption is that Councils will increase Council Tax by CPI every year. The Council also proposes to raise the Adult Social Care Precept by 3% of Council Tax as recommended by the Executive Director of Finance and Commercial Services. Bringing forward increase in the

social Care Precept will mean that the 2% increase planned for 2019-20 will not occur.

- (2) Consider the findings of the equality and rural assessment (included at Appendix D) and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to:
- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- (3) Consider and agree any mitigating actions proposed in the equality and rural impact assessment at Appendix D.
- (4) Agree and recommend to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix B:
- a. including all of the savings for 2017-18 to 2019-20 as set out. *Or*
 - b. removing any savings unacceptable to the Committee and replacing them with alternative savings proposals within the Committee's remit. *Or*
 - c. removing any savings unacceptable to the Committee and recommending a commensurate increase in Council Tax, within the referendum limits, to meet the shortfall.

For consideration by Policy and Resources Committee on 6 February 2017, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 20 February 2017.

- (5) Agree and recommend the Capital Programmes and schemes relevant to this Committee as set out in Appendix C to Policy and Resources Committee for consideration on 6 February 2017, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 20 February 2017.

1. Background

- 1.1. Norfolk County Council is due to agree its new budget and plan for 2017-18 to 2019-20 on 20 February 2017. This paper sets out the latest information on the Local Government Finance Settlement and the financial and planning context for the County Council for 2017-18 to 2019-20. It summarises the Committee's savings proposals for 2017-18, the proposed cash limit revenue budget based on all current proposals and identified pressures, and the proposed capital programme.

2. The County Council strategy

- 2.1. The County Council has clear strategy for the future – called *Moving Norfolk Forward*. The County Council has set its overall strategic direction through the [County Council Plan](https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/corporate/county-council-plan)¹, agreed by full Council earlier in 2016-17. The Plan details the Council's ambition for everyone in Norfolk to succeed and fulfil their potential and demonstrates that by putting people first a better, safer future, based on education, economic success and listening to local communities, can be achieved.

¹ <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/corporate/county-council-plan>

- 2.2. Delivery of the Council's four priorities remains a core commitment for the local community. These priorities go beyond statutory responsibilities to focus on the areas that will bring the best results for Norfolk people:
- **Excellence in education** – working for a well-educated Norfolk and championing everyone's right to an excellent education, training, good health and preparation for employment;
 - **Real jobs** – real, sustainable jobs available throughout Norfolk, making Norfolk a place where businesses are able to grow or want to invest;
 - **Improved infrastructure** – making Norfolk a great place to live, work and visit, and ensuring communities are resilient, confident and safe;
 - **Supporting vulnerable people** – ensuring vulnerable people are safe, and helping people earlier before their problems get too serious.
- 2.3. Helping more people into real jobs, obtaining good qualifications, within a county which is accessible and connected to the rest of the country are key to Norfolk's future. With economic growth and sustainable services, people living here will be able to lead independent and fulfilling lives. Just as important is for the most vulnerable residents to have access to the support the need to live as independently as possible in the community.
At the same time as agreeing the overall County Plan, Members also agreed the County Plan Tracker, a three year set of targets which would signal significant progress towards each of the four priorities.
- 2.4. It is proposed that the targets already agreed by Full Council are confirmed for 2017-18, although recognising that the new council to be elected in May 2017 may choose to review and amend them as part of any wider changes to its strategic priorities.

3. Strategic financial context

- 3.1. The financial context in which the council operates continues to be challenging. Overall, councils have dealt with a 40% real terms reduction in core government grant since 2010. County Councils face some unique challenges within the local government family and research by the County Councils Network has identified that grants per head are 20% lower and social care cash funding has reduced by 21% between 2013 and 2015 while children's care referrals have increased and the needs of the frail, elderly and people with disabilities have become more complex.
- 3.2. Local authorities across the country are increasingly highlighting to Government the significant financial pressures they face, particularly in respect of social care budgets. Norfolk County Council is therefore not unique in reporting both pressure on the delivery of planned savings, alongside a current forecast overspend against the revenue budget in 2016-17. The issues being reported nationally include: consultation on emergency mid-year budget cuts for Northamptonshire County Council; a forecast £49m overspend at Birmingham City Council, which requires £78m of savings to balance the budget for 2017-18; and a savings requirement of £79m by 2020-21 for Lancashire County Council, which has also rejected the four year finance settlement on the basis that it is insufficient to deliver a balanced budget in the short to medium term. The Committee's responses to these budget pressures are set out in this paper, with the key focus being the contribution to the preparation of a robust budget for the whole Council for 2017-18.
- 3.3. In this context the government is moving towards a proposed new local government funding regime which reflects the expectations for local councils to fulfil a new role. By 2020, it is anticipated that revenue support grant will cease;

instead it is intended that councils will become self-sufficient and fund services through a system of 100% business rates retention, Council Tax and miscellaneous locally generated revenue streams.

- 3.4. This shift away from national funding allocations to locally raised income is probably the single most significant change to local government in modern times. It introduces new incentives for councils to place a priority on their role in generating economic growth, by developing the right conditions for businesses to grow, people to work, and places to thrive whilst running services on the most efficient basis so as to keep costs to a minimum. At this time the details of the new funding system remain to be fully defined.
- 3.5. Over the period from 2010-11 to 2016-17, Norfolk County Council's share of cuts has seen the authority lose £160.916m in Government funding while the actual cost pressures on many of the Council's services have continued to go up. For example, last year alone, extra demands on children's services and adult's social care services arising from circumstances outside of the Council's control – such as inflation, changes in Norfolk's population profile, and legislative changes by Government – cost another £13.790m. Absorbing ongoing spending reductions of this scale requires the Council to keep its business and operations under constant review, and to continually seek to deliver services in the most effective way possible, for the lowest cost.

4. The Council's planning process for the 2017-18 budget

- 4.1. In February 2016, the Council agreed the budget for 2016-17, and a four year medium term financial strategy (MTFS) taking account of the four year settlement figures provided by the Government. This included agreement of planned savings of £115.182m for 2016-17 to 2019-20, which resulted in a broadly balanced budget across the whole period, but with shortfalls of £8.827m and £11.714m to be addressed in 2017-18 and 2019-20 respectively.
- 4.2. In July 2016 Policy and Resources Committee received a report setting out details of the progress of the Council's budget work, which also recommended that the Council accept the Government's four year funding allocation to ensure a greater degree of certainty about future funding levels. This was followed in October with reports to Service Committees to set out options for savings to meet a projected £20.000m budget gap, and consideration of the deliverability of previously agreed savings.
- 4.3. Initial work to develop savings identified proposals totalling £15.249m for 2017-18 across the Council, which were reported to Service Committees in October. In November, new savings totalling £11.616m were reported to the Policy and Resources Committee. Following the Autumn Statement in November 2016, on the advice of the Executive Director of Finance and Commercial Services, Policy and Resources Committee heard that Services should continue to seek an additional £4.000m of savings to deliver a balanced budget for 2017-18.
- 4.4. The indicative allocation of the £4.000m of required savings to Departments and Service Committees, based on 2016-17 net budgets, is as follows:

Table 1: Allocation of Savings

Department	Savings Target Based on 2016-17 Net Budget	Committee	Savings Target Based on 2016-17 Net Budget
	£m		£m
Adult Social Care	1.4	Adult Social Care	1.4
Children's Services	0.8	Children's	0.8
CES	1.2	Communities	0.3
		EDT	0.9
Resources	0.1	Policy and Resources	0.6
Finance, Property and Finance General	0.5		
Total	4.0	Total	4.0

- 4.5. Details of Service Committee savings proposals, including contributions towards this additional savings requirement, are set out later in this report.

5. The Autumn Statement 2016 and the Provisional Local Government Settlement 2017-18

- 5.1. The Autumn Statement 2016 confirmed that the period of shrinking government finance and cuts to local government funding is set to continue. The Government is no longer on course to eliminate the deficit by the end of the parliament and as a result the period of “fiscal consolidation” will continue longer than originally anticipated.
- 5.2. On 23 November 2016 the Chancellor of the Exchequer announced the Autumn Statement 2016, which set out the course for public sector expenditure up to 2021-22 and confirmed that the government would continue to follow the spending plans outlined in the 2015 Spending Review, except that the target of achieving a balanced budget would be pushed back into the next parliament. The Chancellor confirmed that departmental spending plans set out in the Spending Review 2015 will remain in place, and the £3.5bn of savings to be delivered through the Efficiency Review set out in the last Budget still need to be found. However, the Chancellor also announced that he was budgeting for up to £1bn of these savings to be reinvested in priority areas in 2019-20. These priority areas have not yet been specified. The government’s continued commitment to achieving a balanced budget means that the current period of fiscal consolidation is likely to continue well into the 2020s, so there is little prospect of an end to the financial challenges facing local government in the medium term. The government has however signalled that Departmental Expenditure Limits will increase in line with inflation from 2020-21.
- 5.3. The Council received confirmation from the Department for Communities and Local Government (DCLG) on 16 November 2016 that its Efficiency Plan submission had been accepted. This means that the Council is now formally on the multi-year settlement and can expect to receive the allocations published as part of the 2016-17 settlement for the period to 2019-20 (subject to future events such as transfers of functions and barring exceptional circumstances). The multi-year settlement does not include all of the funding in the local government settlement. The relevant elements that are included are:

Table 2: Certainty funding allocations for Norfolk County Council

	2017-18	2018-19	2019-20
	£m	£m	£m
Revenue Support Grant	77.926	58.035	38.810
Transitional Grant	1.657	-	-
Rural Services Delivery Grant	3.195	2.458	3.195
Total	82.779	60.493	42.005

- 5.4. The Government also indicated that tariffs and top-ups in 2017-18, 2018-19 and 2019-20 would not be altered for reasons related to the relative needs of local authorities, and in the final year may be subject to the implementation of 100% business rates retention.
- 5.5. In spite of this welcome additional clarity, significant uncertainty remains about the implications of the Government's plans for 100% business rates localisation, intended to be in place before the end of the parliament. As a result the County Council continues to face major financial challenges and considerable planning uncertainty. Taken together, the Autumn Statement, and Provisional Settlement represent a key input for the Council's budget and service planning over the next three years, and will be one of the many elements that the Committee will need to take into account in determining its savings proposals and budget for 2017-18, and its financial plans up to 2019-20.
- 5.6. On 15 December 2016, the Government announced its Provisional Local Government Settlement 2017-18, which confirmed the figures set out in the multi-year settlement. The funding settlement provides provisional details for 2017-18, and is expected to be confirmed in late January / early February. The Settlement Funding Assessment (made up of Revenue Support Grant and Business Rates funding) is £0.106m higher than expected in 2017-18.
- 5.7. The adjusted Settlement Funding Assessment for 2016-17 is £250.382m, for 2017-18 the Settlement Funding Assessment reduced by £27.689m to £222.693m.
- 5.8. Alongside the main settlement figures, the Government announced additional funding for social care. This was in the form of a new Adult Social Care Support Grant worth £4.197m for Norfolk (one off for 2017-18), and increased flexibility (subject to Member decisions) to raise the Adult Social Care Precept by a further 1%. This would represent approximately £3.3m in 2017-18 but at the expense of the discretion to increase by 2% in 2019-20 being removed. As a result, subject to council tax decisions, the Council's overall position following the Provisional Settlement announcement reflects an improvement by around £7.500m when compared to previous assumptions.
- 5.9. The Adult Social Care Support Grant has been funded by bringing forward reductions in New Homes Bonus (reduction in grant of £0.934m compared to 2016-17). Reductions in New Homes Bonus of a similar amount have already been assumed in the budget planning model. In 2018-19 onwards, changes in New Homes Bonus Grant have already been planned to fund the Improved Better Care Fund, the allocations for this have been confirmed and are unchanged as per the council's budget planning from 2016-17.

6. The Council's budget planning assumptions 2017-18

- 6.1. The Council's budget planning assumes:

- That remedial actions will be successfully implemented to achieve a balanced budget in 2016-17, supporting the delivery of 2017-18 budget plans.
- That undeliverable savings have been removed as set out elsewhere in this report, and that all the remaining savings proposed and included for 2017-18 can be successfully achieved.
- Financial planning **assumes a CPI increase in council tax** above the 3% Adult Social Care precept in 2017-18 and 2018-19, and a CPI increase only in 2019-20. This is in line with the assumptions used by the Government at the time of the 2016-17 local government settlement, amended for the new flexibility in the Adult Social Care precept. Any reduction in this increase will require additional savings to be found. These are of course subject to Full Council's decisions on the levels of Council Tax, which will be made before the start of each financial year. In addition to an annual increase in the level of Council Tax, the budget assumes modest annual tax base increases of 0.5% for future years.

6.2. The Executive Director of Finance and Commercial Services' judgement on the robustness of the 2017-18 Budget is substantially based upon these assumptions.

7. Investing in Norfolk's priorities

7.1. At a time of significant and sustained financial pressure, the Council has continued to invest in infrastructure through significant capital projects; it has invested to support and sustain a strong care market through funding for pressures such as the living wage, and has largely protected children's services as it continues on its improvement journey. Protection for Social care services in the 2017-18 budget includes:

- £25.872m to support the **Adult Social Care** budget:
 - £6.134m for demographic growth pressures.
 - £4.500m for Cost of Care pressures.
 - £5.660m for pay and price market pressures.
 - £9.578m to address 2016-17 overspend pressures (including £4.197m one-off Adult social Care support grant in 2017-18).
- To support the **Children's Services** budget: £9.000m to address 2016-17 overspend pressures (one-off for 2017-18).

7.2. Budget planning for 2017-18 has included extensive work to review the deliverability of savings and understand service pressures. As a result, the 2017-18 Budget sees a **significant investment in Service Committee budgets** through both the removal of previously planned savings and recognition of budget overspend pressures.

7.3. The table below summarises the proposed investment in services which is also being made in the 2017-18 Budget through the removal and delay of savings.

Table 3: Summary of saving removal and delay

Savings Removal and Delay	Relating to 2016-17 and prior years	2017-18	2018-19	2019-20	2020-21	Total
	£m	£m	£m	£m	£m	£m
Adults	3.000	10.000	7.000	-10.000	-10.000	0.000
Children's	3.500	0.700	0.085	-0.535	0.000	3.750
Communities	0.000	0.000	1.357	0.000	0.000	1.357
EDT	0.000	1.600	10.355	0.000	0.000	11.955
Policy and Resources	0.350	1.025	-0.325	0.000	0.000	1.050
Total	6.850	13.325	18.472	-10.535	-10.000	18.112
Total removal / delay from 2017-18 Budget planning	20.175					

8. Service Strategy and Priorities 2017-18

- 8.1. The Committee will be aware that there are a number of different services under the remit of the EDT Committee, with a range of different strategies etc. supporting the County Council's four core priorities. Some key areas of work to note for 2017-18 are set out below.
- 8.2. The services reporting to EDT Committee are part of the CES Department. As previously reported, work is underway to implement a new Locality based model for the department. The new model of delivery will be based on a strong place based vision that will enable us to deliver growth, through designing interventions and projects specific to local needs and conditions, working more effectively with partners and the voluntary and community sector. Underpinning the model is strong emphasis on integration, blending the strengths of the disciplines within CES. There will be a clearer focus on targeting resources to meet local needs, with more decisions made in localities, rather than at HQ. It is anticipated that a staff consultation on a proposed new organisational structure will be ready for consultation in June 2017.
- 8.3. Work is also ongoing to deliver the Councils waste strategy "Moving Towards Zero Waste". Working with District Councils and partners to reduce the overall waste produced with a target of 1kg+ reduction in residual waste per household in Norfolk to <9.4kg for 2018/19.
- 8.4. The department continues to provide the strategic leadership for the development of the significant infrastructure projects for the County which are vital to support the economy. These projects include transport projects, flood defences and utility (power) schemes.
- 8.5. Alternative funding sources will continue to be sought to enable continued investment in our services, for example the Environment Service. We will continue to work closely with partners and other stakeholders to maximise income generation opportunities.

9. Implications of the settlement for EDT Committee

- 9.1. There are no specific implications arising from the settlement that impact directly on the services falling within the remit of EDT Committee.

10. Budget proposals for EDT Committee

- 10.1. Budget proposals for this Committee have been developed within the context of some well understood factors that affect the way services are planned, in particular:
- Weather/environment - a number of services have risks directly related to the weather/environment. For example, the amount of spend on winter maintenance depends on how hard the winter season is and for how long, waste volumes increase during long periods of good weather (green waste like grass cuttings), flooding events impact local communities and the condition of the highway.
 - Waste volumes – there continues to be an increase in the volumes of residual waste to be disposed of.
 - Concessionary fares - there continues to be a shortfall in the funding from Government. Another 3 year deal has been successfully negotiated with bus operators to mitigate this.
 - Income generation - as we continue to maximise and increase reliance on generation of income from various sources, and become more reliant on market factors, we increase our risk.
- 10.2. In response to the need to identify additional savings of £4.000m to contribute to closing the budget gap 2017-18, the following proposals have been prepared for this Committee. These are in addition to those previously considered by the Committee in October (a full list of new proposals for 2017/18 is at Appendix A, including officer views on deliverability):

Table 4: Additional savings proposed

Reference (if an existing saving)	Savings Proposal	2017-18 £m	2018-19 £m	2019-20 £m
	Additional income generation – Scottow Enterprise Park	0.100		
	One-off saving – capitalisation of recycling centre spend	0.030		
	Use of Better Broadband Reserves	0.500		
Total		0.630		

- 10.3. In addition, the values of the following budget savings have been amended since they were last considered by Committee in October:-

Table 4a: Further changes to savings proposed

Reference (if an existing saving)	Savings Proposal	Increase or decrease in amount proposed for 2017-18 £m	2018-19 £m	2019-20 £m
	Vacancy management and deletion of vacant posts (increased from 0.403 to 0.488)	0.085		
	Bring forward part of EDT032 – implementing new waste strategy (decreased from 0.250 to 0.100)	-0.150		
Total		-0.065		

- 10.4. Table 5 below sets out a summary of the savings proposals total values for 2017-18 to 2019-20. EDT Committee has identified £3.998m of new savings proposals to help enable the Council to set a balanced budget for 2017-18.

Table 5: Summary of recurring net budget savings proposals by Committee

Committee	2017-18 Saving £m	2018-19 Saving £m	2019-20 Saving £m	Total Saving £m
Adult Social Care	-7.976	-18.653	-10.000	-36.629
Children's Services	-1.854	-0.859	-0.535	-3.248
Communities	-2.711	-0.102	0.000	-2.813
EDT	-6.020	-0.156	-0.005	-6.181
Policy and Resources	-27.061	6.454	-0.769	-21.376
Grand Total	-45.622	13.316	11.309	70.247

- 10.5. With the exception of the additional savings set out in tables 4 and 4a above, the new budget proposals detailed in Appendices A and B are the same as those considered by the Committee at the meeting in October 2016.
- 10.6. In addition, a number of previously agreed savings have been identified as undeliverable following a robust review of deliverability. It is proposed that, on that basis, those savings are removed. Details of these savings for EDT Committee are set out in Appendix B under the heading 'removal of prior year savings and one-off items' wing

11. Revenue budget

- 11.1. The tables in Appendix B set out in detail the Committee's proposed cash limited budget for 2017-18, and the medium term financial plans for 2018-19 and 2019-20. These are based on the identified pressures and proposed budget savings reported to this Committee in October and November, and have been updated in this report to reflect any changes to assumptions. The main changes impacting on this committee are around the removal of previous savings, as mentioned in paragraph 10.5 above Cost neutral adjustments for each Committee will be

reflected within the Policy and Resources Revenue Budget 2017-18 to 2019-20 paper which will be presented on the 6 February 2017.

- 11.2. The revenue budget proposals set out in Appendices A and B form a suite of proposals which will enable the County Council to set a balanced Budget for 2017-18. As such recommendations to add growth items, amend or remove proposed savings, or otherwise change the budget proposals will require the Committee to identify offsetting saving proposals or equivalent reductions in planned expenditure.
- 11.3. The Executive Director of Finance and Commercial Services is required to comment on the robustness of budget proposals, and the estimates upon which the budget is based, as part of the annual budget-setting process. This assessment will be reported to Policy and Resources Committee and County Council.

12. Capital budget

- 12.1. A summary of the Capital Programme and schemes relevant to this committee can be found in Appendix C.
- 12.2. These capital bids, if agreed, represent additional investment in services of £30.426m. This includes funding to further develop Scottow Enterprise Park and to enable some flood mitigation measures in market towns. A summary of the proposed investment includes:

- | | | | |
|---|-------------------------------------|---------|--|
| • | Scottow Enterprise Park development | £3.952 | Additional investment in the essential infrastructure at the site to support the development at the site |
| • | Replacement HWRC Norwich | £2.750m | Provision of new recycling centre for Norwich as a replacement for the existing Mile Cross site |
| • | Highways | £3.500m | Investment in Highways including potential match funding for Flood mitigation schemes |

13. The public consultation process

- 13.1. Those individual savings for 2017-18 which required consultation have been published and consulted on via the Council's consultation hub [Citizen Space](https://norfolk.citizenspace.com/)². Targeted consultation with those who may be affected by any changes has been carried out equality and rural impact assessments completed. The Council carried out a substantial consultation programme in autumn 2015 and this has provided a strong body of evidence of views. This has been used as a starting point, where it is still relevant and current, and supplemented with additional targeted consultation with affected groups, particularly those at risk of disadvantage.
- 13.2. The set of new budget savings proposals falling under the remit of EDT Committee did not require any public consultation. Some proposals relate to changes to staffing structures and teams, and relevant staff consultations have been carried out.
- 13.3. As set out elsewhere in the report, financial planning for 2017-18 is based on an increase in council tax of 3% for the Adult Social Care precept, and an inflationary increase of 1.8%. People were invited to give their views on council tax increases through the Council's website, and through the on-line edition of Your Norfolk. To inform decisions about the budget at Full Council in February, a

² <https://norfolk.citizenspace.com/>

summary of the views expressed has been prepared. An equality impact assessment has also been carried out, updating the findings from previous year.

14. Equality and rural impact assessment – findings and suggested mitigation

- 14.1. When making decisions the Council must give due regard to the need to promote equality of opportunity and eliminate unlawful discrimination of people with protected characteristics. The Council's impact assessment process for 2017-18 budget proposals has sought to identify the potential for adverse impacts on protected groups and rural communities, so that decisions can be informed, and where appropriate, action can be taken to address any impacts identified. A full copy of the assessment relating to new budget proposals for EDT Committee is included at Appendix D.
- 14.2. Overall, there is no evidence to suggest that EDT Committee budget proposals for 2017/18 will have any detrimental or disproportionate impact on people with protected characteristics or people in rural areas.
- 14.3. However, the assessments have highlighted some issues it will be important to address in going forward. These are summarised in the assessments, and proposed as mitigating actions.
- 14.4. The proposed actions for EDT Committee are:
 - (i) HR Shared Service to continue to monitor whether staff with protected characteristics are disproportionately represented in redundancy or redeployment figures, and if so, take appropriate action.
 - (ii) Officers to identify potential opportunities for maximizing accessibility for disabled and older people across EDT services, and bring a report to Strategic Equality Group proposing possible options. The advice of Strategic Equality Group on these potential options will be provided to EDT Committee for consideration.
- 14.5. The full assessment findings are attached at Appendix D. Clear reasons are provided for each proposal to show why no adverse impact has been identified.

15. Implications and risks for budget planning for 2017-18

- 15.1. There continues to be a risk in relation to delivery of the NDR. Further information on this risk, which officers have recently increased the risk score for, is set out in the Finance Monitoring Report on the agenda for discussion at this meeting.
- 15.2. The impacts of dealing with Residual waste remains one of the biggest risks to this committee. The service is working with partners to reduce the amount of residual waste and this continues to be one of the key areas of activity. However there are a number of other factors that influence the amount of residual waste including weather conditions and growth.
- 15.3. The condition of the highway network also is a major risk for this committee, the service continues to effectively plan and priorities its available resources to ensure that the highway asset is adequately maintained but this is also subject to a number of issues such as weather.
- 15.4. A number of the services reporting to this committee are reliant on funding from external bodies. These relationships, and any requirements associated with funding grants and allocations, needs to be carefully managed to ensure that the service can to deliver the outcomes required and ensure that we have the best chance of continued successful bidding for external funding.

16. Evidence

- 16.1. The proposals in this report are informed by the Council's constitution, local government legislation, best practice recommendations for financial and strategic planning, and feedback from residents and stakeholders via the Re-imagining Norfolk public consultation launched in October 2015, which has been supplemented by targeted consultation on specific new savings proposals for 2017-18 as detailed within this report.

17. Financial implications

- 17.1. The financial implications of the 2017-18 budget proposals are detailed throughout this paper.

Officer Contact

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

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2017/18 budget proposals

EDT Committee

Ref	Proposal	Saving 2017-18 £m	Risk Assessment (officer view on deliverability)
	Vacancy management and deletion of vacant posts	0.488	Green
	Further reductions in back office spend	0.148	Green
	Reduction in Economic Development project fund	0.010	Green
	Waste – efficiency savings through robust management of costs	0.050	Green
	Bring forward part of EDT032 from 2018/19 to 2017/18 – implementing new waste strategy	0.100	Green
	Rationalise our highway depot provision and change inspection frequency for main roads	0.473	Green
	Implement new national guidance for winter maintenance	0.100	Green
	Further capitalisation of highways maintenance activities to release a revenue saving	1.000	Green
	One off saving - Further capitalisation of highways maintenance activities in 2016/17, to release a revenue saving to carry forward to 2017/18	1.500	Green
	Additional income generation (Scottow Enterprise Park)	0.100	Amber
	One off saving – capitalisation of recycling centre spend	0.030	Green
	Total	3.998	

Budget change forecasts for 2017-20 Environment, Development and Transport				
Reference		2017-18 £m	2018-19 £m	2019-20 £m
	OPENING BUDGET	150.819	139.749	141.189
	ADDITIONAL COSTS			
	Inflationary			
	Basic Inflation - Pay (1% for 17-20)	0.261	0.244	0.170
	Basic Inflation - Prices	1.321	1.352	1.333
	County Council Plan			
	1D Establish Road Maintenance and Small Projects Fund (Potholes)	-1.500		
	1E Supporting young people into work and enterprise working with the Prince's Trust	-0.200		
	1F Investment in Hethel technology park to develop long term vision and job creation	-0.050		
	Additional Flood Funding	0.093	0.005	0.005
		-0.075	1.601	1.509
	SAVINGS			
	A - Cutting costs through efficiencies			
EDT028	Intelligent transport systems - put new technology and models in place for delivery of the intelligent transport systems approaching the end of their economic life, including replacing rising bollard technologies at bus gates with camera enforcement and co-locating the control room with another public service provider	-0.383	-0.085	
EDT032	Waste strategy - implementing a new waste strategy focussed on waste reduction and minimisation with a target to reduce the residual waste each household produces by at least one kilogram per week	-0.150	-1.850	
EDT037	Vacancy management and deletion of vacant posts	-0.488		
EDT038	Further reductions in back office spend	-0.148		
EDT042	Rationalise our highway depot provision and change inspection frequency for main roads	-0.473		
EDT044	Further capitalisation of highways maintenance activities to release a revenue saving	-1.000		
EDT045	One off saving - Further capitalisation of highways maintenance activities in 2016-17, to release a revenue saving to carry forward to 2017-18	-1.500	1.500	
EDT043	Implement new national guidance for winter maintenance	-0.100		
EDT048	Use of Better Broadband Reserves	-0.500	0.500	
	B - Better value for money through procurement and contract management			
EDT040	Waste – efficiency savings through robust management of costs through open-book accounting	-0.080	0.030	
	C - Service Redesign: Early help and prevention, working locally			
EDT027	Environment service - redesign the environment service so that it operates at 75% of current budget and increases use of volunteers and interns		-0.200	
EDT036	Service re-design - introduce a locality based structure for the Community and Environmental Services directorate	-1.038		
	D - Raising Revenue; commercial activities			
EDT019	Economic development sector grants funding - Cease the direct funding to support economic development projects, and work with others to identify alternative ways to secure funding	-0.050		
EDT020	Economic development match funding - cease providing match funding to Hethel Innovation for European funding bids and seek alternative match funding opportunities		-0.051	
EDT039	Reduction in Economic Development project fund	-0.010		
EDT047	Additional income generation Scottow Enterprise Park	-0.100		
	NET RECURRING SAVINGS	-6.020	-0.156	0.000
	BASE ADJUSTMENTS			
	Lead Local Flood Authority Grant	-0.077	-0.005	-0.005
		-0.077	-0.005	-0.005
	COST NEUTRAL ADJUSTMENTS			
	Transfer Business Support to Corporate Property Team	0.018		
	Microfiche store at Tuckswold Library	-0.006		
	Economic Development staff salary budget to Children's Services	0.002		
	Staff transfer to Corporate Property Team	-0.032		
	Transfer of stationery budget to Corporate Post Team	-0.014		
	Travel allowances savings	0.002		
	Transfer saving from Trading Standards to Road Safety	-0.200		
	Customer Service Assistant base budget from EDT to Communities	-0.021		
	Depreciation	0.664		
	Debt Management	0.001		
	REFCUS	-5.085		
	Leases			0.037
	Casualty reduction share of cross-cutting saving CMM033	-0.228		
		-4.899	0.000	0.037
	NET BUDGET	139.749	141.189	142.730

Capital programme 2017-20

A summary of the proposed Norfolk County Council capital programme budget is summarised in the following table:

Service	2017-18	2018-19	2019-20+	Total
	£m	£m	£m	£m
Adult Social Care	12.014	0.995	-	13.009
Children's Services	57.375	70.816	-	128.191
CES Highways	104.388	3.933	0.602	108.923
CES Other	22.741	8.530	21.172	52.443
Resources	-	-	-	-
Finance	32.722	24.050	2.150	58.922
Total	229.239	108.324	23.924	361.488

(note: the table above may be subject to small rounding differences)

The programme is still in development, and an updated proposed programme will be presented to the Policy and Resources Committee on 6 February 2017.

Details of proposed new schemes directly relevant to this committee are as follows:

EDT Committee																			
Service	Title	2017-18	2018-19	2019-20	Summary of Bid														
		£m	£m	£m															
Highways	Development of Ketteringham Site	0.800	0.200		Potential development of a joint base as part of the OPE.														
Highways	Flood Mitigation measures	1.000	0.500		Market town drainage improvements and flood alleviation														
Highways	DfT Challenge Fund	1.000			Match funding – Outline bids to be submitted Jan 2017.														
Highways	North Area – new depot	0.050			Development of a new site														
Highways	NDR – additional risks	6.800			As reported to 16 September 2016 EDT Committee, there are a number of risks costed at £6.8m that could impact on the cost of delivery. The cost risks set out in the report relate to additional costs of Rackheath Rail Bridge, land acquisition, and additional work resulting from design changes, utility apparatus and detailed site surveys.														
Highways	Highways new DfT grants	13.374			<div>The following grant and other funding has been confirmed or announced to support the 2017-18 Highways capital programme.</div> <table><tr><td></td><td>£m</td></tr><tr><td>DfT Challenge fund</td><td>4.193</td></tr><tr><td>DfT Incentive fund</td><td>2.384</td></tr><tr><td>DfT pothole funding</td><td>2.476</td></tr><tr><td>NCC reserves match funding</td><td>0.180</td></tr><tr><td>DfT Integrated Transport grant funding</td><td>4.141</td></tr><tr><td>Total to be added to the programme</td><td>13.374</td></tr></table> <div>In addition, structural maintenance grant of £25.459m previously announced, and already included in the programme, has been confirmed. Further details have been reported to the 27 January 2017 EDT Committee in the Highways Capital Programme 2017/18/19 report.</div>		£m	DfT Challenge fund	4.193	DfT Incentive fund	2.384	DfT pothole funding	2.476	NCC reserves match funding	0.180	DfT Integrated Transport grant funding	4.141	Total to be added to the programme	13.374
	£m																		
DfT Challenge fund	4.193																		
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NCC reserves match funding	0.180																		
DfT Integrated Transport grant funding	4.141																		
Total to be added to the programme	13.374																		

Total Highways		23.024	0.700	-	
Waste	Replacement HWRC Norwich		2.750		Provision of new recycling centre for Norwich as a replacement for the existing Mile Cross site, provided on a design build and operate contract that expires in September 2021 and cannot be extended.
Scottow Enterprise Park	Scottow Enterprise Park development	3.952			<p>Scottow Enterprise Park has 122 units totalling over 510,000 square feet of lettable space, and is currently 67% occupied by 61 businesses. In line with a report to 14 July 2016 Economic Development Committee, in order to facilitate the growth and economic development of the site relative to the current level of demand and enquiries, a total of capital budget of £9.500m is required. This is a further £3.952m over the current capital programme allocation for Scottow.</p> <p>Of the total £9.500m, £5.238m is required to make essential infrastructure improvements for existing and future tenants, including £3.900m to ensure a potable water supply exists throughout the site, the remainder covering adequate drainage, heating and safe asbestos removal. Building requirements comprise £2.700m to bring hangar buildings into a condition whereby prospective tenants can take up space, and a further £1.562m on other buildings to meet current demand.</p>
Total EDT other		3.952	2.750	-	
Total EDT		26.976	3.450	-	

Environment, Development and Transport Committee budget proposals 2017-2018

Equality and rural assessments – findings and recommendations

January 2017

Lead officer – Sarah Rhoden, in consultation with the relevant Assistant Directors (David Collinson, Tracy Jessop and Vince Muspratt) & Jo Richardson, Corporate Planning & Partnerships Manager

This assessment helps you to consider the impact of service changes on people with protected characteristics and in rural areas. The assessment can be updated at any time to inform service planning and commissioning.

For help or more information please contact Corporate Planning & Partnerships team, email: cpp@norfolk.gov.uk or tel: 01603 222611.

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The purpose of equality and rural assessments

1. The key aim, with both equality and rural assessments, is to enable elected members to consider the potential impact of decisions on different individuals and communities prior to decisions being taken. Mitigating actions can then be developed if adverse impact is identified.
2. It is not always possible to adopt the course of action that will best promote the needs of people with protected characteristics or people in rural areas. However, assessments enable informed decisions to be made, that take into account every opportunity to minimise disadvantage.

The Legal context

3. Public authorities have a duty under the Equality Act 2010 to consider the implications of proposals on people with protected characteristics. The Act states that public bodies must pay due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act¹;
 - Advance equality of opportunity between people who share a relevant protected characteristic² and people who do not share it³;
 - Foster good relations between people who share a relevant protected characteristic and people who do not share it⁴.
4. The full Act is available [here](#).

The assessment process

5. This assessment comprises three phases:
 - **Phase 1** – we gather evidence on the proposal – looking at the people who might be affected, the findings of related assessments and public consultation, contextual information about local areas and populations and other relevant data. Where appropriate, we engage with residents, service users and stakeholders to better understand any issues that must be taken into account.
 - **Phase 2** – we analyse all the results. We make sure that any impacts highlighted by residents and stakeholders inform the final assessment. If the evidence indicates that the proposal may impact adversely on people with protected characteristics, mitigating actions are identified.
 - **Phase 3** – we report the early findings to the Council's Strategic Equality Group, so that elected members can scrutinise the process, and highlight any specific equality or accessibility issues that should be factored into the assessments.
6. When completed, the findings are provided to decision-makers, to enable any issues to be taken into account before a decision is made.

EDT Committee 2017-2018 budget proposals

7. EDT Committee budget proposals for 2017/18 will see an overall saving of £3.934m in 2017/18, including a one-off saving of £1.500m.
8. There are eight new proposals in total:

	Title of proposal	Description
1.	Vacancy management and deletion of vacant posts	As a result of the strong vacancy management approach in the CES department, a number of posts have been frozen as individuals have left and new ways of working have been put in place to manage within a reduced number of posts. Where these arrangements are successful, the vacant posts can be deleted to provide a saving. The vacant posts being deleted under this proposal relate primarily to the internal Business Support service, with one post in the Waste Service.
2.	Further reductions in back office spend	Reducing a number of common/shared back office budgets to deliver a saving, and where work has already been carried out to reduce costs. This includes savings in our printing and post budgets; new processes and equipment have been introduced that will enable a saving, for example laptop issued to staff as standard and increased ability to process contacts electronically through web forms etc.
3.	Reduction in Economic Development project fund	There is a small project fund allocation in the economic development service. This reduces the fund by £10k, but there will continue to be provision of around £70k. We will continue to support projects. In practice, we already seek alternative forms of funding to support new projects and so the project fund allocation is not always needed, and this will continue to be the approach.
4.	Waste – efficiency savings through robust management of costs	This relates to contracts we have in place for our recycling centre services. As with all other services, there are ongoing discussions with service providers as part of our day to day contract management to ensure that opportunities for efficiencies can be identified and progressed. There would be no change in service standards, opening times etc.
5.	Rationalise our highway depot provision and change inspection frequency for main roads	<p>There are three main elements to this proposal. The first is moving from an operational model with four area offices, to three area offices. In practice, we will close our office at Caister, but those in Ketteringham, King's Lynn and Aylsham will continue. The Caister site will continue to be used as a muster point for roadworkers and the salt dome on site will also continue to be used for winter gritting. Highway area office buildings are operational only and not intended to be publically accessible.</p> <p>The second element is changes to the staffing structure at highway area offices, with an overall reduction in staff</p>

	Title of proposal	Description
		<p>in both the highways and business support teams. The reduction in resource is on the basis of re-drawing working 'patches' to reflect the new three area model, more efficient working practices and arrangements and introducing more multi-functional roles. This includes introducing a universal area based inspector role to cover the full range of highway inspections, for example they will inspect culverts which means that specialist bridges staff based at County Hall will no longer need to do that. The main ICT system used by highways staff has been re-procured and a new system is in place. This has enabled some new, more efficient, processes to be put in place along with new equipment like tablets for staff who spend most of their time away from the office. A staff consultation on the changes has been carried out and some changes made to the proposed structure as a result.</p> <p>The final element is a change in the inspection frequency for main roads (principal main distributor and HGV access routes). This will increase from four weekly to six weekly. The new Code of Practice for Highway Maintenance allows a risk based approach rather than prescribing a standard frequency for highway inspection. The professional officer view is that the proposed change is low risk.</p>
6.	Implement new national guidance for winter maintenance	New National guidance is being issued that means we can make a small change to the temperature thresholds we work to when making a decision about whether to grit the roads. This means we will go out less, but the change will only affect marginal decisions and officers will continue to closely review information on weather and road conditions in making decision. We will still treat the roads when needed, and the network of roads gritted remains unchanged.
7.	Further capitalisation of highways maintenance activities to release a revenue saving	Increasing our capital funding to enable us to transfer some revenue costs to capital. Overall, there will still be the same level of budget available to spend on highways projects and therefore no service reduction.
8.	One off saving - Further capitalisation of highways maintenance activities in 2016/17, to release a revenue saving to carry forward to 2017/18	As 7. above.
9.	One-off saving - capitalisation of recycling centre	Increasing our capital funding to enable us to transfer some revenue costs to capital. Overall, there will still be the same level of budget available to spend on recycling

	Title of proposal	Description
	equipment spend to release a revenue saving	centres and therefore no service reduction.
10.	Additional income (Scottow Enterprise Park)	The service already has a target to generate income. Based on current income levels and site occupancy, there is scope to increase the target.

9. In addition to the eight new proposals above, it is also proposed to bring forward part of the following budget saving from 2018/19 to 2017/18. This saving has already previously been approved by Members, having considered the results of the public consultation and equality impact assessment:-

Bring forward part of EDT032 – implementing a new waste strategy - from 2018/19 to 2017/18. The full agreed saving for 2018/19 is £2.000m, and we are proposing to bring forward £0.100m to 2017/18.

Who is affected?

10. The proposals could affect staff, residents, visitors and businesses. The proposals could also affect people in rural areas:

People of all ages	YES
Disability (all disabilities and long-term health conditions)	YES
Gender reassignment (e.g. people who identify as transgender)	YES
Marriage/civil partnerships	YES
Pregnancy & Maternity	YES
Race (different ethnic groups, including Gypsies and Travellers)	YES
Religion/belief (different faiths, including people with no religion or belief)	YES
Sex (i.e. men/women/intersex)	YES
Sexual orientation (e.g. lesbian, gay and bisexual people)	YES

Potential impact

11. Overall, there is no evidence to suggest that the EDT Committee budget proposals for 2017/18 will have any detrimental or disproportionate impact on people with protected characteristics or people in rural areas.
12. A summary is provided here:

	Title of proposal	Description
1.	Vacancy management and deletion of vacant posts	There is no evidence to indicate that this proposal would have any detrimental or disproportionate impact on people with protected characteristics or in rural areas. This is because:-

	Title of proposal	Description
		<ul style="list-style-type: none"> • These posts are already vacant • The deletion of these posts will not lead to changes to service standards or delivery.
2.	Further reductions in back office spend	<p>There is no evidence to indicate that this proposal would have any detrimental or disproportionate impact on people with protected characteristics or in rural areas. This is because:-</p> <ul style="list-style-type: none"> • The back office spend reductions will not lead to changes to service standards or delivery.
3.	Reduction in Economic Development project fund	<p>There is no evidence to indicate that this proposal would have any detrimental or disproportionate impact on people with protected characteristics or in rural areas. This is because:-</p> <ul style="list-style-type: none"> • There will continue to be budget available to fund projects, and we will continue to seek funding from alternative sources. • The remaining fund will be equally accessible to groups in both rural and urban areas. • The budget being reduced is currently unallocated and therefore not linked to any specific project or area of work.
4.	Waste – efficiency savings through robust management of costs	<p>There is no evidence to indicate that this proposal would have any detrimental or disproportionate impact on people with protected characteristics or in rural areas. This is because:-</p> <ul style="list-style-type: none"> • This relates to ‘back office’ efficiencies, and will not lead to changes to service standards or delivery.
5.	Rationalise our highway depot provision and change inspection frequency for main roads	<p>There is no evidence to indicate that this proposal would have any detrimental or disproportionate impact on people with protected characteristics or in rural areas. This is because:-</p> <ul style="list-style-type: none"> • The only change in service standard or delivery is the change of inspection frequency for main roads, which is considered to be low risk. This impacts similarly on both rural and urban areas. There are no changes to other service standards or delivery. • The overall budget available for highway maintenance and improvements will not change. • Whilst the office at Caister will close, it was not a public facing building and therefore did not receive visitors. The site will continue to be used by roadworkers. Staff will continue to work out and about in Caister and the surrounding area.

	Title of proposal	Description
		<ul style="list-style-type: none"> • Area based staff will continue to be allocated to work on a specific 'patch', enabling them to focus on a particular area of Norfolk and build up relationships etc. with key stakeholders within the area to ensure we can best understand local needs. • The introduction of more generic roles, like the streetscene inspector, should lead to an improved service in both rural and urban areas as individuals carrying out the role will be able to answer queries and offer support on a wider range of services, needing to refer less to colleagues. • Overall, the number of posts is reducing. With the exception of (note 1) below, there is no reason to expect that staff with protected characteristics would be disproportionately represented in any redundancy or redeployment position. Current HR monitoring data confirms that the profile of redundancies remains in line with the overall workforce profile of the organisation. In going forward this will continue to be monitored. • Whilst the overall reduction in the number of posts is around 30-35, there is a high number of temporary, acting up, secondment and similar arrangements in place within CES that provide a great deal of flexibility to manage the impact of the change and there will be a need for a much smaller number of redundancy or redeployments. Staff have also been given the opportunity to express an interest in voluntary redundancy. • It should be noted that redundancy or redeployment may have different degrees of impact on staff, depending on their background or circumstances. Staff who are older, disabled or Black, Asian or minority ethnic may find it more difficult to find new employment compared to the population as a whole (with the same qualifications, experience etc). Staff aged 55+ may have been in post for a number of years and have no recent experience of job applications and interview. • It should also be noted that some staff may have access arrangements in place to enable them to do their jobs effectively (for example, disabled parking and travel to work etc). Changes to these arrangements will be discussed with staff prior to any changes being implemented. <p>Note 1: It should be noted that some services employ a higher number of women than men, or vice-versa⁵. This, combined with a potential decrease in the number of redeployment opportunities available, means that if a service employing a higher than average number of women (or men) changed, the profile of redundancies</p>

	Title of proposal	Description
		may not reflect the overall profile of the workforce. Also, older staff (the 55 – 64 age group) may sometimes be overrepresented in redundancy figures, due to older staff being particularly likely to opt for voluntary redundancy.
6.	Implement new national guidance for winter maintenance	<p>There is no evidence to indicate that this proposal would have any detrimental or disproportionate impact on people with protected characteristics or in rural areas. This is because:-</p> <ul style="list-style-type: none"> • The proposal is about improving our decision making process so that we only grit the network when it is needed. This would apply equally to both urban and rural areas. • There is no change to the road network covered by the gritting service.
7.	Further capitalisation of highways maintenance activities to release a revenue saving	<p>There is no evidence to indicate that this proposal would have any detrimental or disproportionate impact on people with protected characteristics or in rural areas. This is because:-</p> <ul style="list-style-type: none"> • The overall budget available for highway maintenance and improvements will not change. • The process for assessing, prioritising and planning out highway maintenance works and improvements – including accessibility considerations for disabled people, and improvements in rural areas - will not change.
8.	One off saving - Further capitalisation of highways maintenance activities in 2016/17, to release a revenue saving to carry forward to 2017/18	As 7. above.
9.	One-off saving - capitalisation of recycling centre equipment spend to release a revenue saving	<p>There is no evidence to indicate that this proposal would have any detrimental or disproportionate impact on people with protected characteristics or in rural areas. This is because:-</p> <ul style="list-style-type: none"> • The overall budget available for recycling centres will not change.
10.	Additional income (Scottow Enterprise Park)	<p>There is no evidence to indicate that this proposal would have any detrimental or disproportionate impact on people with protected characteristics or in rural areas. This is because:-</p> <ul style="list-style-type: none"> • There will be no changes to service standards or delivery. • This does not relate to new charges or increased

	Title of proposal	Description
		<p>charges.</p> <ul style="list-style-type: none"> Whilst there are risks associated with any income generation targets because we expose ourselves to market factors, current predictions are that achieving this level of income is possible.

Accessibility considerations

13. Accessibility is a priority for Norfolk County Council. Norfolk has a higher than average number of disabled and older residents compared to other areas of the UK, and a growing number of disabled young people.
14. The services reporting to the EDT Committee are universal services in that they are used by all residents and visitors in Norfolk. Individuals with protected characteristics can often have a greater reliance on the availability of the physical infrastructure, for example the highway network, to access the things they need day to day. In particular, disabled and vulnerable people (including older and young people).
15. Accessibility considerations are taken into account as part of day to day processes and working. Because of the importance of ensuring that accessibility is integrated into ongoing service planning and commissioning of EDT services, consideration will be given to any opportunities for maximizing this in 2017.

Recommended actions

	Action	Lead	Date
1.	HR Shared Service to continue to monitor whether staff with protected characteristics are disproportionately represented in redundancy or redeployment figures, and if so, take appropriate action.	HR shared service	From 1 April 2017
2.	Identify potential opportunities for maximizing accessibility in ongoing service planning and commissioning across EDT services and bring a report to Strategic Equality Group proposing possible options.	Corporate Planning & Partnership Manager, in consultation with Business Support and Development Manager	By 31 March 2018

Evidence used to inform this assessment

- Equality Act 2010
- Public Sector Equality Duty
- Relevant service specific Codes of Practice and national guidance

Further information

For further information about this equality impact assessment please contact Sarah Rhoden, Business Support and Development Manager, Email sarah.rhoden@norfolk.gov.uk



If you need this document in large print, audio, Braille, alternative format or in a different language please contact Sarah Rhoden on 0344 800 8020.

¹ Prohibited conduct:

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

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

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

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

2 The protected characteristics are:

Age – e.g. a person belonging to a particular age or a range of ages (for example 18 to 30 year olds).

Disability - a person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Gender reassignment - the process of transitioning from one gender to another.

Marriage and civil partnership

Pregnancy and maternity

Race - refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

Religion and belief - has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (such as Atheism).

Sex - a man or a woman.

Sexual orientation - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

3 The Act specifies that having due regard to the need to advance equality of opportunity might mean:

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

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

⁵ This is due to a number of reasons, e.g. it has been well documented that different genders have traditionally been attracted to specific career choices, or because women are more likely than men to want to work part time or flexibly to accommodate parenting responsibilities.

EDT Service Committee

Item No.

Report title:	Flood & Water Management Funding Policy Guidance
Date of meeting:	27 January 2017
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact Norfolk is identified as the 10th area most at risk of local flooding in the UK. Defra has identified that the county has approximately 38,000 (10%) residential properties at risk of flooding from surface water in a 1 in 100 year event. 14,500 properties are at risk of flooding at the more frequent 1 in 30 year event. NCC is the Lead Local Flood Authority for Norfolk which means we have a statutory role to play in ensuring that the county is able to cope with, and mitigate against, extreme weather events.	

Executive summary

The high level of flood risk within the County creates a significant level of need for mitigation projects within Norfolk's communities. The amount of funding from central Government does not meet all of this identified need. To respond to this funding gap Government and organisations implement prioritisation systems to best allocate the available resource. This shortfall also highlights the need to seek contributions from third parties for schemes that would not normally be fully funded.

For the reasons above NCC has developed the guidance attached to this document. The aim of the guidance is to be mindful of the demand within Norfolk's at risk communities and to engender an evidenced and risk based approach to responding to community flood mitigation needs.

The guidance highlights the prioritisation given to;

- Meeting NCC's statutory duty to mitigate flood risk from surface run-off, groundwater and ordinary watercourses.
- Concentrations of flood risk within Norfolk's settlements
- Reducing the likelihood of flooding to properties that are at very significant or significant flood risk
- Schemes that promote the movement of 50 residential properties or more from one risk banding to another or are of significant commercial or infrastructure benefit to communities.

Once approved, publicity for local communities and third party funders to enable the development of community led flood mitigation schemes will be developed and distributed.

Recommendations:

Members are asked to approve:

The prioritisation and approach to managing partnership funded projects as set out in NCC Flood & Water Management Funding Guidance.

1. Proposal

- 1.1. The proposal is to clarify for communities at flood risk how the County Council will prioritise and support the development of flood mitigation schemes across the county. The County Council has developed guidance which has been informed by the policy framework provided by Norfolk's Local Flood Risk Management Strategy, by discussions with the Environment Agency and other Risk Management Authorities as well as with County Councillors on the Inland Flood and Coastal Management Member Working Group. It also draws on the Council's experience of administering a number of flood mitigation projects since 2011.

This work has highlighted the need to prioritise our support to those communities at the greatest risk whilst not disadvantaging other communities both willing and able to develop their own schemes. The proposed guidance would be published alongside public information and a timetable detailing how and when flood mitigation schemes would be developed for those communities in Norfolk at greatest risk.

2. Evidence

- 2.1. In 2012 changes were made to Government's Grant in Aid ("GiA") Flood and Coastal Erosion Risk Management ("FCERM") funding process. These changes were brought about to promote third party funding with the aim of increasing the total number of schemes delivered in any given year. Third parties are not eligible to submit project proposals through the GiA process and as such have to have their proposals "led" by a Risk Management Authority ("RMA") if they are to draw on Government GiA funding. However, there is no statutory requirement for a RMA to lead a project proposal that is identified by third parties.

A key challenge in carrying out this role is how to both raise and manage funding from multiple third parties, (such as RMAs, private individuals, private companies and Parish Councils). Community led FCERM schemes and the management of multiple sources of funding raise a number of issues to be addressed such as governance arrangements, priorities and ownership of liability.

Mechanisms that can be used for the raising and managing of funds from multiple third parties include;

- The establishment of a Community Interest Company ("CIC").
- Charitable Trusts
- Business Improvement Districts
- Business Rate Retention / Supplement
- Community Infrastructure Levy
- Parish Council Precept

It should be noted that this change in funding approach has not affected the ability of private funders to undertake FCERM works at their own cost so long as they have satisfied planning and other statutory conditions. It has also not changed any statutory duties of the relevant RMAs other than making more authorities eligible to apply for DEFRA GiA.

Where it is agreed that NCC will lead the development of a scheme then

resources will be allocated to complete the application processes which may include activities such as evidence gathering, formalising partnership arrangements, bid writing and budget setting.

Where it is agreed that NCC will administer funding applications and partnership initiatives then resources will be allocated to provide necessary information to the lead partner in a timely manner as requested.

Both the project lead and project administration role have resource implications for NCC which require clarification in order to manage reasonable expectations towards project delivery.

- 2.2. Norfolk County Council's proposed guidance in support of Norfolk's Local Flood Risk Management Strategy Policy UC 8: Risk based approach to prioritisation of resources has sought to answer the following requirements:

- [A] State when NCC is the relevant RMA for a prospective project proposal.
- [B] For projects where NCC takes on a project lead role;
 - i. State the thresholds, timescale and project eligibility criteria that NCC would apply.
 - ii. State what functions and actions NCC would undertake for these proposals.
- [C] For projects where NCC takes on a project administer role;
 - i. State what functions and actions NCC would undertake for these proposals.
 - ii. State the thresholds, timescale and project eligibility criteria that NCC would apply.
- [D] Highlight the requirements of our policy and regulatory regimes for those projects that are brought forward outside of the MTP GiA process.

- 2.3. As set out in 6.2 of Appendix A, NCC will take a lead role in developing projects for areas (settlements or catchments) where:

- 50 residential properties will be moved from one risk banding to another.
- The financial benefits of moving 2 or more commercial properties from one risk banding to another is equal or greater than £1 million over the lifetime of the scheme and where the scheme would draw in more than 50% of the schemes cost in Government funding.
- Where critical infrastructure assets are at very significant risk of flooding.

NCC will take an administrative role to support proposals for areas (settlements or catchments) where 49 residential properties or less will be moved from one risk banding to another.

3. Financial Implications

- 3.1. For projects where NCC takes on a project lead role because of their strategic

importance and impact, pre-submission work will be carried out from existing team funding. Post submission costs will form part of the bid. 61 settlements in Norfolk have at least 50 properties at flood risk however it should be noted that it is very unlikely all of these would be able to accommodate flood risk mitigation schemes that would move this number of properties to a lower flood risk banding. This is more likely with the 32 settlements with more than 100 properties at risk but very likely in settlements with approximately 500 properties at risk. These settlements include the Norwich urban area (inc. Drayton, Taverham and Cringleford), Great Yarmouth (inc. Gorleston and Bradwell), King's Lynn (inc North and South Wootton), Dereham, Thetford, Cromer, North Walsham, Sheringham, Wymondham, Snettisham. Whilst leading projects for the mitigation of risk in these settlements requires County Council resource, the projects would be managed to ensure that they are spread across Governments 6 year programme to maximise the opportunity to draw on central FCERM funding. This may mean projects form part of Government's 'over programme' or fall beyond the current 6 year term current planned for. It should also be noted that the County Council can draw on a dedicated Environment Agency staff resource, funded by the Eastern Regional Flood and Coastal Committee, to support the development of FCERM projects on behalf of Norfolk County Council.

For projects where NCC takes on an administrative role to enable communities at risk to progress schemes, the team will carry out the first 15 hours of pre-submission work without charge. This 15 hours would likely be spread across a number of months to support communities as they develop their proposals. All subsequent post-submission work will be charged for and/or will form part of the bid.

4. Issues, risks and innovation

4.1. It is clear that the role of lead RMA for a project proposal would expose the RMA to incur particular responsibilities and liabilities. However it is less clear how these are apportioned when a RMA is only administering a community led project proposal. Examples of what these responsibilities and liabilities include are listed below;

- Determination of which organisation is deemed the project lead for the purposes of good governance and transparent decision making.
- Determination of which party accepts the following roles;
 - o Contract management
 - o Health and Safety management
 - o Project approval processes and gateway management
 - o Project fund raising and fund/cost management (including financial risk management that takes into account the liabilities of project cost increases and shortfalls in funding).
 - o Public consultation
 - o Staff and asset management
 - o Supervision, acceptance and sign-off of works
 - o On-going maintenance

In administering a Community led mitigation project NCC would ensure that these issues are clearly defined within any project prior to submission and where appropriate seek to limit its liability through the use of legal agreements.

5. Background

- 5.1. As part of the development of Norfolk's Local Flood Risk Management Strategy a policy (Policy UC 8: Risk based approach to prioritisation of resources) was included to highlight a risk based approach to the development of projects and programmes. Policy UC 8 states:

All Risk Management Authorities will support the investment of resources in areas of highest risk within their respective jurisdictions through;

- Utilising consistent and up-to-date information on local flood risk in the development of any projects and programmes.
- Detailing the level of flood risk mitigation proposed by projects and programmes in terms of 'return period' for any exceedance events.
- Identifying the possibility of match funding from third parties and beneficiaries of mitigation schemes.
- Assessing the potential wider synergies and effects of proposed mitigation schemes on wider catchments, communities and other Risk Management Authority schemes through consultation with the Norfolk Water Management Partnership.
- Supporting the delivery of sustainable flood mitigation schemes which provide social and/or economic benefits to people whilst taking account of natural processes

Through the development of schemes through the Regional Flood and Coastal Committee programmes the need for clarification has arisen on when NCC would actively pursue the development of a scheme that draws on Government funding. The guidance attached to this report has been drafted to provide this clarification.

Officer Contact

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

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

Appendix A: NCC Flood & Water Management Guidance to Norfolk's Local Flood Risk Management Strategy Policy UC 8: Risk based approach to prioritisation of resources

9 Jan 2017

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Acronyms and abbreviations

CIC	Community Interest Company
DEFRA	Department for Environment, Food & Rural Affairs
EA	Environment Agency
FCERM	Flood and Coastal Erosion Risk Management
FWMA	Flood and Water Management Act 2010
GiA	Grant-in-aid
IDB	Internal Drainage Board
LLFA	Lead Local Flood Authority
MTP	Medium Term Plan
NCC	Norfolk County Council
RFCC	Regional Flood and Coastal Committee
RMA	Risk Management Authority

Summary

In 2012 changes were made to Government's Grant in Aid ("GiA") Flood and Coastal Erosion Risk Management ("FCERM") funding process. These changes were brought about to promote third party funding with the aim of increasing the total number of schemes delivered in any given year. Third parties are not eligible to submit project proposals through the GiA process and as such have to have their proposals led or administered by a RMA if they are to draw on Government GiA funding. Individuals, communities and private funders have the ability of supporting or undertaking FCERM works where fully funded at their own expense so long as they have satisfied FCERM policy, planning and other statutory conditions.

A key challenge in implementing this approach is how to both raise and manage funding from multiple third parties, (such as Risk Management Authorities ("RMAs"), private individuals, private companies and Parish Councils). Community led FCERM schemes and the management of multiple sources of funding raise a number of issues to be addressed such as governance arrangements, priorities and ownership of liability.

In responding to this challenge there is an obvious and clear requirement for all RMAs to define the role they take in leading or administering bids that are submitted to RFCC programmes. It is for this reason that NCC has developed the policy set out in this document. Its aim is to be mindful of the demand within Norfolk's at risk communities and to engender an evidenced and risk based approach to responding to community flood mitigation needs.

This guidance highlights the prioritisation given to;

- Meeting NCC's statutory duty to mitigate flood risk from surface run-off, groundwater and ordinary watercourses.
- Concentrations of flood risk within Norfolk's settlements
- Reducing the likelihood of flooding to properties that are at very significant or significant flood risk
- Schemes that promote the movement of 50 residential properties or more from one risk banding to another or are of significant commercial or infrastructure benefit to communities.

Further work is required to be undertaken to produce guidance for local communities and third party funders to enable the development of community led flood mitigation schemes.

1. Background to the past “fully funded” approach

- 1.1 Before the financial year 2011-12, the Environment Agency (“EA”) fully funded those Flood and Coastal Erosion Risk Management (“FCERM”) projects that according to treasury rules on the levels of benefits to be delivered, provided best value for money. The projects that fell below the effective cost/benefit threshold attracted no funding and tended to be deferred. This was the case even if some projects had a cost/benefit ratio that was only marginally lower than the funded projects.
- 1.2 Governments approach of fully funding projects did not engender high levels of financial contribution from communities or other third parties towards FCERM. In addition those projects not funded remained relatively expensive for local Risk Management Authorities (“RMAs”) and/or communities to pursue alone. As such there was an expectation that all projects would be fully funded eventually. In reality this was not the case and the effect therefore was to discouraged local action.
- 1.3 It should be noted however that under this previous approach private funders could still undertake FCERM works at their own cost so long as they satisfied planning and other statutory conditions.

2. Background to the current partnership funding approach

- 2.1 In the 2012-13 financial year Defra adopted a new funding approach that operated on what became known as the “beneficiaries pays principle”. This principle set out that the award of Government funds (Grant-in-aid “GiA”) should relate directly to the benefits to be delivered by the scheme. This allows for some schemes to still attract 100% funding where they are delivering significant benefits and many others may qualify for as much as 80-90% part funding. Under this approach all projects will be offered some funding, however small.
- 2.2 Projects will receive their portion of GiA funding where savings that reduce the overall cost of the project or funding from other sources can cover the remaining costs. In many cases this puts the emphasis on attracting third party funding, either from other RMAs or private sources. This may have the effect of enabling lower priority schemes to leap-frog higher priority schemes solely due to the availability of funding from other sources.
- 2.3 It should be noted that this change in funding approach has not affected the ability of private funders to undertake FCERM works at their own cost so long as they have satisfied planning and other statutory conditions. It has also not changed any statutory duties of the relevant RMAs other than making more authorities eligible to apply for DEFRA GiA.

3. The need to consider third party funders

3.1 Where Government only part funds FCERM projects through GiA, consideration has to be given as to how the remainder of project monies will be provided. Some circumstances may be straight forward in-so-far as a single organisation or individual is willing to provide the balance of funding to enable a project to be delivered. In other cases it may prove more difficult to find a single beneficiary that is willing to cover all outstanding project costs (and to cover any ensuing project risks and liabilities). As such a key challenge remains as to how to both raise and manage funding from multiple third parties.

3.2 Examples of third parties that are able to develop FCERM project include:

- Other Risk Management Authorities
- Parish Councils
- Private Land / Property owners
- Registered Charities
- Community Interest Companies (“CICs”) and other constituted groups
- Conservation and Heritage Organisations
- Academic Institutions

3.3 Norfolk is the 10th most at risk area from flooding in England with 38,000 properties at risk from surface run-off flooding and 42,000 properties at risk from fluvial and coastal flooding. This high level of risk consequently creates a high level of need for mitigation projects within Norfolk’s communities. It should be noted that the availability of funding from central Government does not meet all of the identified need. This creates the situation whereby prioritisation systems are implemented by Government and organisations to best allocate the available resource. It also reiterates the need to seek contributions from third parties for schemes that would not normally be fully funded.

3.4 Mechanisms that can be used for the raising and managing of funds from multiple third parties include;

- The establishment of a Community Interest Company (“CIC”).
- Charitable Trusts
- Business Improvement Districts
- Business Rate Retention / Supplement
- Community Infrastructure Levy
- Parish Council Precept

4. The role of Risk Management Authorities (“RMAs”) in FCERM project proposals

4.1 In considering what the role of a sponsoring RMA might be it is first worth noting who the organisations are that are classed as RMAs and what risks they principally manage. RMAs are defined by the Flood and Water Management Act 2010 (“FWMA”) to be;

- The Environment Agency (“EA”)

- A Lead Local Flood Authority (“LLFA”)
- A District Council for an area for which there is no unitary authority
- An Internal Drainage Board (“IDB”)
- A Water Company
- A Highway Authority

4.2 The risks that these RMAs manage are detailed in the table below;

<i>Risk Management Authority</i>	<i>Flood type RMA is lead authority for</i>
Environment Agency	Flooding from the sea (Tidal) Flooding from main rivers (Fluvial) Flooding from reservoirs
Lead Local Flood Authority	Flooding from surface run-off Flooding from groundwater Flooding from ordinary watercourses outside of Internal Drainage Board Internal Drainage Districts
District Council	Flooding from ordinary watercourses outside of Internal Drainage Board Internal Drainage Districts
Internal Drainage Board	Flooding from ordinary watercourses inside of Internal Drainage Board Internal Drainage Districts
Water Company	Flooding associated with the public sewer network
Highway Authority	Flooding associated with the public highway network

- 4.3 Organisations classed as Risk Management Authorities (“RMAs”) are eligible to submit project proposals as part of the Medium Term Plan (“MTP”) that is administered by the Environment Agency (“EA”) and approved by Regional Flood and Coastal Committees (“RFCCs”) and DEFRA. Third parties are not eligible to submit project proposals to this process and as such have to have their proposals led by an RMA if they are to draw on Government GiA funding. In identifying a RMA for this role a community should ensure it is the RMA that manages the risk proposed to be mitigated.
- 4.4 There is no statutory requirement for a RMA to lead a project proposal that is identified by third parties.
- 4.5 It should be noted that individuals, communities and private funders have the ability of undertaking FCERM works where fully funded at their own expense so long as they have satisfied FCERM policy, planning and other statutory conditions.
- 4.6 The primary risk management function of each organisation in their status as a RMA under the FWMA is the management and reduction of the flood risk type they are

responsible for. For Norfolk County Council this means that there is a clear commitment to reduce the level of flood risk for those communities currently at risk from local sources of flooding. In seeking to meet their objectives all RMAs concentrate their resources where they can derive best value and as such RMAs may prioritise the submission of bids for those settlements at greatest risk within their area to the MTP. As such there may be greater levels of need in Norfolk than is represented in the MTP. Consequently there is an obvious and clear requirement for all RMAs to define the role they take in leading the submission of select bids to mitigate flooding for key communities at risk.

- 4.7 This definition should include a description of what role the RMA would take in the project proposal and delivery process. This is particularly pertinent when it is considered that an RMA may lead on a project proposal in one instance yet only fulfil an administration role in the next. As such it is important for RMAs to set out the service levels that they would apply to community led bids.
- 4.8 It is clear that the role of lead RMA for a project proposal would expose the RMA to incur particular responsibilities and liabilities. However it is less clear how these are apportioned when a RMA is only administering a community led project proposal. Examples of what these responsibilities and liabilities include are listed below;
- Determination of which organisation is deemed the project lead for the purposes of good governance and transparent decision making.
 - Determination of which party accepts the following roles;
 - Contract management
 - Health and Safety management
 - Project approval processes and gateway management
 - Project fund raising and fund/cost management (including financial risk management that takes into account the liabilities of project cost increases and shortfalls in funding).
 - Public consultation
 - Staff and asset management
 - Supervision, acceptance and sign-off of works
 - On-going maintenance
- 4.9 For clarification, NCC's position on the maintenance of schemes is that a clear legal commitment to the maintenance of schemes is required at the point of submitting project proposals for funding. It is acknowledged that different schemes require different maintenance solutions and therefore it is difficult to generate rules around those organisations or individuals who would be required to accept maintenance obligations. However it is the expectation that any proposal would be able to anticipate and agree and approach that enables the level of protection brought about by the scheme to be sustained over its lifetime.
- 4.10 Lastly it is worth considering those project proposals that fall outside of the MTP process as they are being fully funded by third parties. For these proposals RMAs need to state clearly the process they would expect projects to go through in order that they can be deemed compliant with FCERM policy.

5. Checks and balances for the public

5.1 Where a project draws on GiA it is subject to;

- Meeting the requirements of the Project Approval Process as administered by EA – this process is designed to ensure technical competency, deliverability and value for money targets are met.
- Approval as part of the MTP yearly allocation as approved by the RFCC at public meetings and DEFRA.
- Demonstrate compliance with relevant FCERM policies. These policies will have undergone public consultation.
- All the requirements set out below in 5.2

5.2 If the project proposal falls outside of the MTP process as they are being fully funded by third parties the checks and balances available to the public are that the project will need to;

- Demonstrate compliance with relevant FCERM policies. These policies will have undergone public consultation.
- Be granted planning permission (and as such will be subject to public consultation, need to meet planning policy requirements (such as not increasing flooding elsewhere) and be subject to commenting from those RMAs that are statutory consultees – such as the LLFA and EA).
- Be granted other regulatory consents (such as flood defence consents as administered by the EA).
- Annual reports from or annual accounts of private companies provided to the relevant regulators.

6. Norfolk County Council's position

6.1 As set out in Section 4 there is a need for RMAs to clearly state what involvement they would have in the FCERM project proposal and delivery process. In meeting this need it is clear any guidance should;

- [A] State when NCC is the relevant RMA for a prospective project proposal.
- [B] For projects where NCC takes on a project lead role;
 - i. State the thresholds, timescale and project eligibility criteria that NCC would apply.
 - ii. State what functions and actions NCC would undertake for these proposals.
- [C] For projects where NCC takes on an administrative role;
 - i. State what functions and actions NCC would undertake for these proposals.
 - ii. State the thresholds, timescale and project eligibility criteria that NCC would apply.
- [D] Highlight the requirements of our policy and regulatory regimes for those projects that are brought forward outside of the MTP GiA process.

6.2 Set out below is guidance that seeks to answer the requirements outlined in 6.1.

Requirement	Guidance
[A]	State when NCC is the relevant RMA for a prospective project proposal. NCC LLFA is the relevant RMA to lead or support project proposals for the mitigation of flooding and/or flood risk occurring from surface water run-off, groundwater and ordinary watercourses outside of Internal Drainage Board Internal Drainage Districts.
[B]	For projects where NCC takes on a project lead role; NCC will take a lead role in developing projects for areas (settlements or catchments) where: <ul style="list-style-type: none"> • 50 residential properties will be moved from one risk banding to another. • The financial benefits of moving 2 or more commercial properties from one risk banding to another is equal or greater than £1 million over the lifetime of the scheme and where the scheme would draw in more than 50% of the schemes cost in Government funding. • Where critical infrastructure assets are at very significant risk of flooding. <i>Please note where areas are effected by combined sources of flood risk the Council will lead on projects where the majority of risk is attributable to sources of surface run-off or groundwater.</i>
(i)	State the thresholds, timescale and project eligibility criteria that NCC would apply. Following a request from a group, organisation or members of the public or following identification of a flood risk the authority will aim to develop mitigation proposals to the point of submission to Government programmes. For proposals to be eligible for submission to government programmes they need to: <ul style="list-style-type: none"> • Have appropriate evidence of the flood risk • Be in line with relevant flood management policies • Be technically feasible to deliver • Meet the requirements of regulatory regimes such as planning, the Water Framework Directive and/or financial regulations. Once developed, proposals will be submitted to the relevant programmes at the next appropriate submission deadline. Where requests are received within 6 months of the submission deadline they will be deferred to the following submission date.
(ii)	State what functions and actions NCC would undertake for these proposals. Where NCC leads on a proposal they will undertake the following activities for the project: <ul style="list-style-type: none"> • Proposal development including administration and project management • Community and stakeholder engagement (including community involvement in scheme development) • Identify any wider scheme benefits and outcomes Fund raising from Government programmes and third parties • Promotion and representation at approval boards, committees and public forums. • Contract management, cost recovery and oversight of contractors • Monitoring and coordination of delivery • Establish scheme adoption agreements for the lifetime of any development
[C]	For projects where NCC takes on an administrative role; NCC will take an administrative role to support proposals for areas (settlements or catchments) where 49 residential properties or less will be moved from one risk banding to another.
(i)	State what functions and actions NCC In its administrative role the authority will; <ul style="list-style-type: none"> • Provide advice to project proposers

	would undertake for these proposals.	<ul style="list-style-type: none"> • Signpost project proposers to regulatory and policy requirements and to other sources of support. • Lead the submission and endorsement of proposals through to Government programmes including the management of funding, risk, monitoring and reporting of projects once on Government programmes
(ii)	State the thresholds, timescale and project eligibility criteria that NCC would apply.	<p>For proposals to be eligible for submission to government programmes they need to:</p> <ul style="list-style-type: none"> • Show appropriate evidence of the flood risk • Remove properties from flood risk • Be in line with relevant flood management policies • Be technically feasible to deliver • Meet the requirements of regulatory regimes such as planning, water framework directive and/or financial regulations. • Have established scheme adoption agreements for the lifetime of any development <p>Following receipt of a request from a project proposer the authority will provide advice to enable schemes to be developed to meet the deadlines associated with Government programmes. Where requests are received within 6 months of the submission deadline they will be deferred to the following submission date to enable time for proposals to be fully developed. The authority's role of administering Community Led projects is dependent on internal resourcing levels, demand on the service and the level of work undertaken by individual project proposers.</p>
[D]	Highlight the requirements of our policy and regulatory regimes for those projects that are brought forward outside of the MTP GiA process.	<p>Where combined sources of flood risk exist but where the minority of risk is attributable to sources of surface run-off, groundwater or ordinary watercourses outside of Internal Drainage Board Internal Drainage Districts the Council will support the development of eligible projects led by the appropriate Risk Management Authority. This includes the provision of any necessary evidence of flood risk for submission as well as project endorsement.</p> <p>Where project proposals are being developed by communities and individuals and there is no intention by the proposers to access Government funding, the authority will highlight its policy and regulatory requirements to ensure that they can be appropriately delivered. NCC will signpost towards appropriate sources of support.</p>

7. Project proposals and appraisal

7.1 Schemes will be assessed by NCC to determine, at an early stage, scheme feasibility with reference to policy, environmental constraints and best practice. Consideration will be given to the factors set out in 4.8 of this document.

7.2 Where it is agreed that NCC will lead the development of a scheme then resources will be allocated to complete the application processes which may include activities such as evidence gathering, formalising partnership arrangements, bid writing and budget setting. Where it is agreed that NCC will assist or administer funding applications and partnership initiatives then resources will be allocated to provide necessary information to the Community contact or lead RMA in a timely manner as requested. Both the project lead and administration roles have resource implications

for NCC which require clarification in order to manage reasonable expectations towards project delivery.

- 7.3 To support the prioritisation of schemes NCC has assessed concentrations of local flood risk affecting settlements in Norfolk. This has led to the creation of a risk ranking of settlements. Mitigating these concentrations of risk by priority ranking is a key component of implementing the Local Flood Risk Management Strategy. Schemes will be prioritised for these higher risk settlements. These settlements are set out below;

Settlement ¹	Potential impact within the Places above the Flood Risk Thresholds		
	Number of people	Critical Infrastructure ²	Non-residential properties
Norwich urban area (inc. Drayton, Taverham and Cringleford)	22,273	58	1,909
Gt. Yarmouth (inc. Gorleston and Bradwell)	6,875	31	720
King's Lynn (inc North and South Wootton)	3,707	25	686
Dereham	1,964	12	279
Thetford	1,812	11	286
Cromer	1,690	0	294
North Walsham	1,565	4	157
Sheringham	1,505	2	75
Wymondham	1,381	0	177
Snettisham	1,021	6	66

- 7.4 Schemes will also be prioritised where they propose to remove properties from very significant (1 in 1 year return to 1 in 20 year return) or significant flood risk (1 in 21 year return to 1 in 75 year return) to another risk banding. This prioritisation reflects the need to reduce the likelihood of flooding for those communities that have the potential to be affected by flooding on a more frequent basis than others.
- 7.5 Ongoing progress of project development will be monitored and reviewed by NCC officers with input from relevant stakeholders including the NCC Corporate Bidding Team, the Flood and Coastal Management Member Working Group, those

¹ The full settlement ranking considered all settlements in Norfolk. The list presented here are just the top 10 settlements at risk determined by the methodology applied by the PFRA process. The fact that a settlement is not listed does not mean that there is no risk of flooding.

² The definition of critical infrastructure is taken from the national receptors database and includes building types such as hospitals, schools, electricity sub-stations and major transport links.

Councillors representing the division(s) the schemes is located in and the Council's EDT Committee.

- 7.6 Where a community is leading a scheme and it becomes apparent to NCC that it requires further development prior to submission this will be communicated to the project lead and stakeholders. Where a scheme is appraised as being unfeasible or outside the remit of NCC's policy or guidance then this will be communicated to the community lead and stakeholders. Where appropriate NCC will signpost the project team to other agencies or alternative scheme approaches.

Appendix B: What are the sources of flooding?

The causes of flooding can be very complex, often flooding can occur as a result of a combination of factors and it can be difficult to identify the sources of a flood at the time an event takes place.

Flood risk may arise from either local sources or as a consequence of more widespread influences. For the purposes of managing flood risk, sources of risk are identified as either 'strategic' or 'local'.

Sources of Strategic Flood Risk

Strategic Flood Risk is primarily the responsibility of the Environment Agency and is defined as flooding that occurs from;

- Main rivers
- Large Raised Reservoirs
- The sea

Sources of Local Flood Risk

Local Flood Risk is defined as flooding that occurs from;

- Surface run-off
- Groundwater
- Sewers (partly or wholly influenced by precipitation)
- Ordinary watercourses

A more detailed description of the sources of flood risk is provided in the following sections of this document:

Sources of Local Flood Risk

Surface Run-off

Surface run-off (also known as pluvial flooding), is defined by the Flood and Water Management Act 2010 as "rainwater (including snow and other precipitation) which: [a.] Is on the surface of the ground (whether or not it is moving), and [b] Has not entered a watercourse, drainage system, or public sewer."

Why does this occur?

Flooding from surface run-off occurs as a result of exceptionally intense or prolonged rainfall, which overloads the capacity of existing drainage systems. Flooding from surface run-off can also occur if drainage systems are blocked, broken, or simply undersized.

Flooding from surface run-off also occurs when the ground is geologically resistant to water penetration so that water is unable to soak away into the subsoil and rock strata. There are

also three reasons why ground may subsequently become resistant to water penetration either:

- a) due to the deliberate application of paving, tarmac or other water resistant materials;
- b) due to natural causes, such as the soil surface being baked hard by the sun, or frozen solid by the cold; or
- c) when the soil surface becomes saturated with water to a point where the rate at which soil can absorb further water is impeded and water flows across the surface.

Groundwater Flooding

Section 6 of the Flood and Water Management Act 2010 states that ““Groundwater” means all water which is below the surface of the ground and in direct contact with the ground or subsoil”.

Why does this occur?

Water that seeps below ground collects within spaces in the rock and soil strata (often above an impervious layer of geology). The water establishes a level below ground known as the water table. The water table rises when water enters the catchment faster than it can drain away through fissures or to a watercourse.

The water that collects in the rock and soil strata below ground flows from areas where the ground level is high to areas where the ground level is low. In low-lying areas the water table is usually nearer to the surface and during very wet periods the water table can rise up to the surface causing groundwater flooding.

Groundwater flooding takes longer to go away. This is because groundwater moves much slower than surface water and will take time to flow away underground.

Groundwater flooding is more difficult to prevent than other forms of surface water flooding. There are some areas where groundwater flooding has been dealt with by installing pumps to remove groundwater and so lower the water table. However these only have a localised effect and still require somewhere to discharge the water.

Sewer Flooding

Sewers can be publicly owned (by a Water Utilities Company) or privately owned. In addition, they can receive foul water, combined foul and surface water or just surface water flows. The different types of sewer flooding are set out below;

‘Precipitation influenced sewer flooding’ occurs when the sewer network cannot cope with the volume of water that is entering it. This is often experienced during times of heavy

rainfall when large amounts of surface water overwhelm the sewer network exceeding its design capacity, causing flooding.

‘System influenced sewer flooding’ happens when pipes within the network become blocked or the assets managing flows within the network fail. This falls outside the Flood and Water Management Act 2010 definition of ‘Flood’ and is not a source of Local Flood Risk. Instead it is the responsibility of the Water and Sewerage Companies and is regulated by the Water Industry Act 1991.

‘Outfall influenced Sewer Flooding’ is a form of restriction where the outfall of a sewer is unable to discharge water at its normal design rate because the water level in the receiving watercourse is partially or fully obstructing the discharge aperture.

Watercourses or fluvial flooding

Flooding from watercourses (also known as ‘fluvial flooding’) occurs when a watercourse cannot accommodate the volume of water that is flowing into it.

For the purposes of flood risk management fluvial flooding is separated into 2 categories, these are flooding from;

- Ordinary Watercourses – a source of local flood risk
- Main River – a source of strategic flood risk

In general terms this distinction refers to the relative size of the watercourses involved, with Ordinary Watercourses (usually but not always) being smaller than Main Rivers.

Why does this occur?

The ability of a watercourse to accommodate flood water depends upon the capacity of the watercourse's channel, its' floodplain² and the amount of water that enters its catchment during a flood event. When a watercourse becomes overloaded, flooding beyond the area of the flood plain can occur. Where rivers are separated from their flood plain by embankments or flood defences this may lead to flooding from overtopping or due to a breach of those banks and defences.

² *the area where water is allowed to overflow from a watercourse in a controlled manner, to temporarily increase storage capacity*

While the storage capacity of the river and the functional flood plain can be determined by assessment of the watercourse, it is important to recognise that the rate of inundation can be affected by factors that are remote from the river itself. The flow of water in a watercourse is dependent upon the rate of run-off from the entire river catchment.

Measures that might increase the rate of water flowing into a watercourse can be remote from the flooding that occurs as a result of any works. Significant reductions in flooding can be achieved if the rate of water flowing into river systems can be effectively managed at source.

Sources of Strategic Flood Risk

Flooding from Main Rivers

Flooding from Main Rivers forms one of the categories of fluvial flooding, (see 5.13 above). The “Main River” designation delineates those watercourses where the Environment Agency is the responsible regulatory body. Section 113 of the Water Resources Act 1991 defines “main river” as; “A watercourse shown as such on a main river map...”

Reservoir Flooding

Reservoir flooding normally arises from the complete or partial failure of a reservoir structure caused by;

- erosion due to seepage,
- overtopping of the dam beyond its design level or
- damage to the structure.

The legislation that covers this area of flood risk is the Reservoirs Act 1975. It places a number of requirements on owners and managers of large raised reservoirs of a volume of 25,000 cubic meters and over (there are proposals to reduce this volume to 10,000 cubic metres and over in 2014). The enforcement authority for reservoirs in England is the Environment Agency (EA). The EA ensure that reservoirs are inspected regularly and that essential safety work is carried out. In addition, these reservoirs are registered by the EA who may also require a flood plan to be developed if the reservoir is considered ‘high risk’.

When assessing the risk posed by large raised reservoirs consideration is given to the impact on people downstream. Flood risk mapping was undertaken in 2009 to identify the largest areas that might be flooded if a reservoir were to fail and release the water it holds. It is worth noting that reservoir flooding is extremely unlikely to happen. There has been no loss of life in the United Kingdom from reservoir flooding since 1925.

Coastal Flooding

Much of Norfolk is very low lying, with many areas at, or below sea level at high tide. In areas where land is below sea level, inundation from the sea would be considerable.

Why does this occur?

Coastal flooding is linked to changes in sea level. Short term changes in sea level can result from;

- tidal changes
- changes in barometric pressure and,
- strong winds.

In the long term, higher sea levels are expected as a result of climate change.

On Norfolk's coast the greatest coastal flood risk is likely to occur when a combination of tidal and barometric pressure effects operate together to create a "storm surge", (as was experienced in the flooding of 1953 and more recently in December 2013).

High sea levels also cause rivers flowing into the sea to be held back, leading to higher water levels within the rivers and a greater risk of fluvial flooding. This will be exacerbated if heavy rainfall accompanies a storm surge, adding extra volume to river flows and drainage systems.

Residual Risk

Residual risk is that remaining after applying the sequential approach to the location of development and taking mitigating actions. Examples of residual flood risk include: the failure of flood management infrastructure such as a breach of a raised flood defence, blockage of a surface water conveyance system, overtopping of an upstream storage area, or failure of a pumped drainage system; failure of a reservoir, or; a severe flood event that exceeds a flood management design standard, such as a flood that overtops a raised flood defence, or an intense rainfall event which the drainage system cannot cope with.

Areas behind flood defences are at particular risk from rapid onset of fast-flowing and deep water flooding, with little or no warning if defences are overtopped or breached.

Environment Development and Transport Committee

Item No.....

Report title:	Highways capital programme and Transport Asset Management Plan (TAMP)
Date of meeting:	27 January 2017
Responsible Chief Officer:	Tom McCabe (Executive Director of Community and Environmental Services)
<p>Strategic impact</p> <p>Highways and Transport services support the following council priority:</p> <p><i>“Good infrastructure – We will make Norfolk a place where businesses can succeed and grow. We will promote improvements to our transport and technology infrastructure to make Norfolk a great place to do business.”</i></p> <p>Sub-outcomes are:</p> <p>A good transport network and journey times. The transport network underpins the local economy and enables people to access to jobs, learning and essential services.</p> <p>Fewer people are killed or seriously injured on Norfolk’s roads. Whilst our performance is generally in line with comparable shire authorities, we continue to work to establish the root causes and identify and evaluate closely targeted interventions to make further reductions in casualties.</p>	

Executive summary

This report summarises government and other funding settlements, and proposed allocations for 2017/18. Successful, competitive bids have already secured significant additional funding from the Local Growth Fund (LGF), via the New Anglia Local Enterprise Partnership (NALEP), as well as the Department for Transport’s (DfT) “Challenge” and “Incentive” funds for maintenance. These funds are progressively replacing “needs based” allocations.

The recommended allocations for 2017/18 are set out in paragraph 1.5 of this report.

Recommendations:

Committee is asked to recommend that Full Council approves:

- 1. Extending the “Parish Partnership” approach to support delivery of larger schemes, based on a 50% funding contribution**
- 2. The proposed allocations and programme for 2017/18 and 2018/19 (as set out in Appendices A, B and C)**
- 3. Delegated authority to the Executive Director of Community and**

Environmental Services, in consultation with the Chair and Vice Chair of EDT Committee, to manage the two year programme, in line with the financial delegation scheme.

- 4. The Transport Asset Management Plan (TAMP) for 2017/18 - 20/21 and that the resilience network be reviewed every two years in line with national practice.**

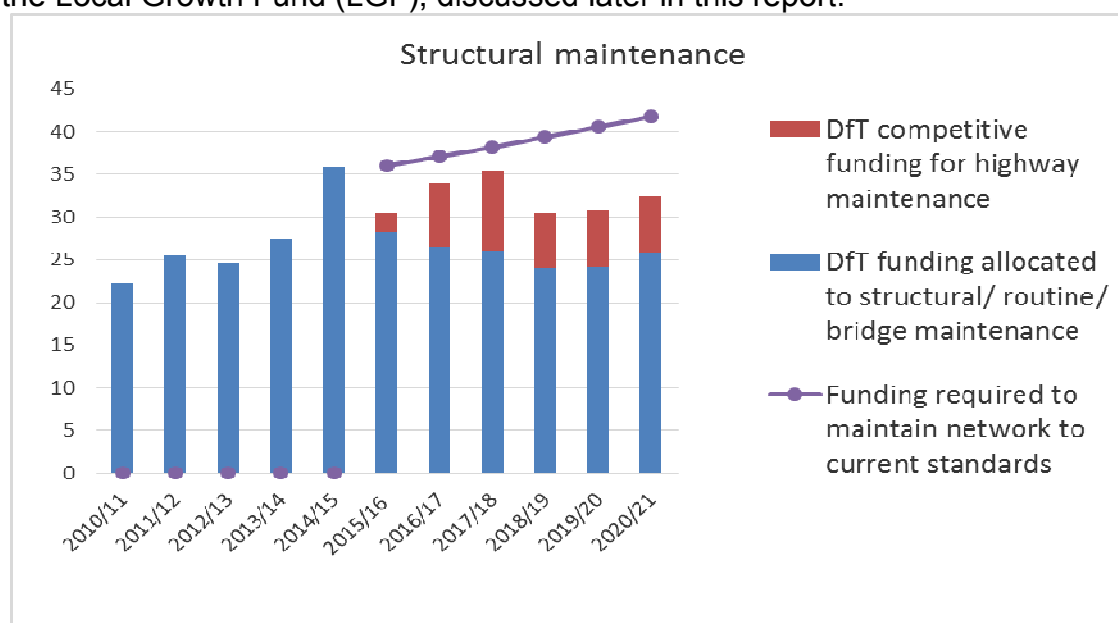
1. Background

- 1.1. 2017/18 is the seventh year of the third Local Transport Plan (LTP) for Norfolk, *Connecting Norfolk*. The Plan has six main aims:

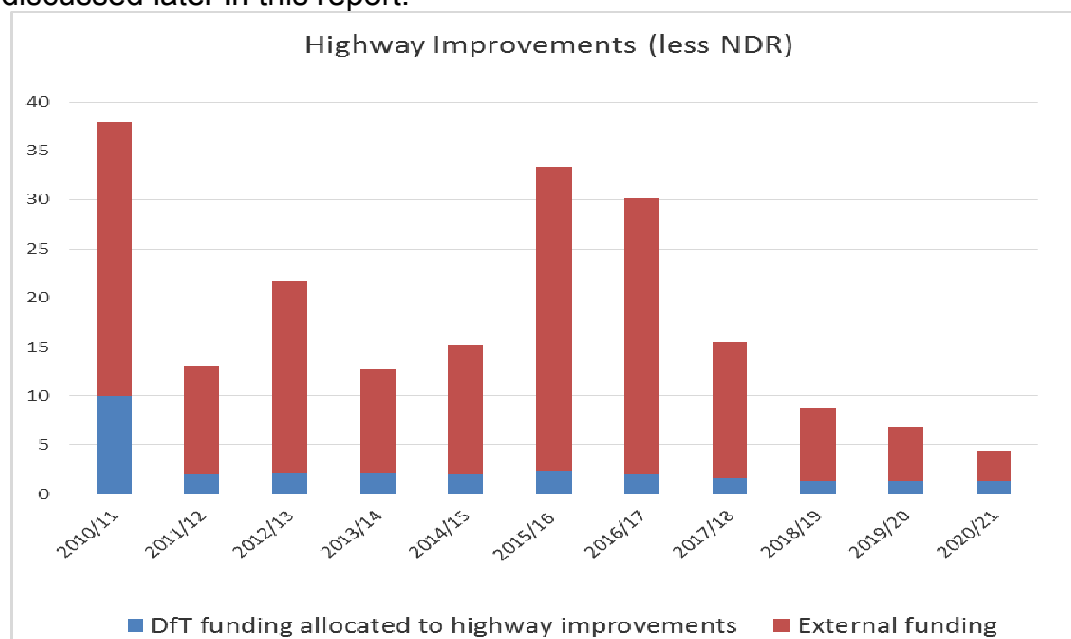
1. Managing and maintaining the transport network;
2. Delivering sustainable growth;
3. Enhancing strategic connections;
4. Improving accessibility;
5. Reducing transport emissions; and
6. Improving road safety.

- 1.2. The Department for Transport (DfT) advised on 4th December 2014 that the needs based element for each local authority will be set for the first three years (from 2015/16 to 2017/18) with indicative allocations for the subsequent three years from 2018/19 to 2020/21. The national LTP maintenance allocation has now been “top-sliced” to allow councils to bid into one-off “challenge” and “incentive” pots for additional maintenance funding. We have therefore had to make certain assumptions about potential future competitive based funding beyond 2016/17, which will depend on whether further bids are successful. The table in Appendix E summarises funding and proposed allocations.

- 1.3. The graph below summarises the historic shift in DfT funding for structural maintenance against that needed to maintain the network to current standards. This illustrates a growing shortfall in funding which must be addressed through further competitive funding bids and/or securing other funding sources such as the Local Growth Fund (LGF), discussed later in this report.



- 1.4. The graph below summarises the historic changes in funding for highway improvements. This shows that whilst DfT funding has reduced since the £10m allocation in 2010/11, additional external funding (from developers and other external sources including LGF) has helped support the delivery of highways infrastructure. Maintaining this level of external funding is dependent on continuing developer activity and further successful LGF bids via the NALEP, discussed later in this report.



- 1.5. The 2011 Strategic Review of the department prioritised structural maintenance to help deal with the backlog. In March 2015 EDT Committee agreed a roll-forward of the LTP Implementation Plan and set out a framework for implementation in the future, given the continuing pressure on budgets. It is proposed that the highway improvements budget, is reduced to £1.6m in 2017/18, and then reduced to £1.3m in 2018/19 in view of additional, incoming LGF funding for such work. Therefore, the recommended allocations for 2017/18 (and indicative allocations for 2018/19) are:

		2017/18			2018/19		
		Allocation (£m)		Budget (£m)	Allocation (£m)		Budget (£m)
		DfT (needs based)	Other (competitive)	NCC	DfT (needs based)	Other (competitive)	NCC
Structural maintenance	Structural/Routine/Bridge Maintenance	25.459		35.333	23.043		30.469
	NCC reserves		0.180				
	DfT Challenge fund		4.193				
	DfT Incentive fund		2.384			4.799	
	LEP/LGF					0.070	
	Detrunked Roads	Inc. above		Inc. above	Inc. above		Inc. above
	DfT Pothole funding		2.476			1.616	
Integrated transport (highway improvements)	Integrated Transport	4.141		1.600	4.141		1.300
	NDR contribution			1.900			1.900
Totals		29.600	9.233	38.833	27.184	6.485	33.669

- 1.6. Members should note that capital improvement programmes will be delivered from various funding sources including; LTP allocation; developer funding (S106; Community Infrastructure Levy (CIL); one-off bidding rounds; and LGF. These funding sources are further detailed in Appendix F. Appendix G contains a letter from DfT (30 November 2015) outlining further funding opportunities which are being developed. The total value of the capital improvements programme is therefore likely to exceed the proposed LTP allocation of £1.6m.
- 1.7. The corporate bidding team continue to explore potential funding opportunities, and facilitate the preparation and submission of bids that support County Council priorities and objectives. The CES representative and Officers are working closely with this team to seek and secure additional funding for our service.

2. Structural Maintenance and Bridge Strengthening

- 2.1. Details of the proposed allocation of this budget are in Appendix B.
- 2.2. The estimated annual cost to maintain the network to our current standards is £37m. The maintenance backlog was estimated to be £48.9m at June 2016.
- 2.3. In addition, there is a backlog of improvement/maintenance works associated with the Public Rights of Way (PROW) network estimated to be £305,000.
- 2.4. Reduced investment will mean further deterioration in highway condition, despite significant progress in targeting funding effectively through our asset management strategy. This applies “whole life costing” principles to identify cost effective treatments and when best to apply them. However, as this approach cannot be fully implemented due to funding constraints, lower cost treatments are being more extensively applied. This revised approach will not address underlying deterioration, potentially leading to increased costs in future years, but on balance given current funding constraints is assessed as the optimum approach.
- 2.5. We will continue to try to address shortfalls by bidding for additional funds as they become available. The national LTP maintenance allocation has been “top-sliced” to allow councils to bid into one-off “challenge” and “incentive” pots for additional maintenance funding. We have already achieved significant success in bidding for and securing additional funds; this and other funding prospects are detailed in Appendix F (funding).

3. National Highways & Transport Network (NHT) Public Satisfaction Survey 2016

- 3.1. For the 2016 survey 3,300 Norfolk residents rated our highway and transportation services. The comparative performance results for 2016 versus 2015 for our peer group of other County Councils and large unitary Councils are given in Appendix H.
- 3.2. Overall satisfaction (56%) with our highways and transportation services has remained steady since last year, and is above both peer group (amongst whom we are ranked third) and national averages.

- 3.3. Results for individual highways and transportation services are mixed with some areas improving and some not. For example, satisfaction improved in road safety and street lighting. Against our peers we improved our ranking from 11th to 8th, and 18th to 9th. Whilst satisfaction in “Condition of highways” and “Highway maintenance” has declined since last year as did the peer average. We still perform well against the peer group being placed 5th and 7th out of 28. The management/maintenance of roads continues to be the service area where the public considers a reduction in service least acceptable.
- 3.4. It should be noted that public satisfaction data is required to support our incentive fund submission to the DfT, therefore we plan to collect this evidence at appropriate intervals.

4. Integrated Transport (improvements)

- 4.1. Integrated transport funding covers all expenditure on new infrastructure such as improvements at bus interchanges and rail stations, local safety schemes, pedestrian crossings, footways, traffic management, route and junction improvements and cycle paths.
- 4.2. The proposed allocation, is £3.5m, comprising £1.9m for the NDR plus £1.6m for mainly low cost improvement schemes including the parish partnership programme, and contributions to developing major schemes. Budget summaries for the proposed programme is detailed in Appendix A. Individual schemes are detailed in Appendix C.
- 4.3. The county council was successful in securing local major transport scheme funding from DfT for the Great Yarmouth Third River Crossing. This is now a major project with £1.08m from DfT in 16/17 (with £120k local contribution) to complete the Outline Business Case for the project by March 2017. Subject to DfT approval of funding for further stages of scheme development and delivery, and completion of the statutory processes, delivery could start in 2022. Separate reports will be brought to committee at appropriate stages in the scheme’s development.
- 4.4. **Parish Partnership programme.** The Parish Partnership programme began in September 2011, when Parish and Town Councils were invited to submit bids for small highway improvements. The County Council offered to support up to 50% of the cost of schemes, the intention being to ensure that limited funds could be used to meet local community needs, helping promote the developing localism agenda.
- 4.5. In July 2016, EDT Committee approved the Parish Partnership bids, as well as continuation of the programme in 2016/17 and beyond with £300,000 of the highway improvements budget, and the County Council funding contribution kept at up to 50%. Committee also agreed to consider increasing the County Council funding contribution on a scheme-by-scheme basis for bidders with incomes below £2,000.
- 4.6. A further report on extending the Parish Partnership scheme to “unparished wards” was considered by EDT Committee on 8th July 2016. Committee approved recommendations, which included placing an upper limit on any individual Norfolk County Council contribution of £25,000. Officers have also engaged with Kings Lynn Borough Council, Norwich City Council, and Great

Yarmouth Borough Council who have kindly agreed to support Parish Partnerships in principle and practice which includes offering 50% funding.

- 4.7. To give Parish/Town Council more time to develop bids, consistent with their budgeting cycles, letters inviting bids were sent out in June 2016. Bids are assessed against their contribution towards the six main aims that support the vision in the LTP, and viable schemes identified.
- 4.8. To further assist Town/Councils, we have significantly developed a section of the County Council [website](#) to provide key supporting information including:
 - Potential funding sources
 - examples of successful bids
 - frequently asked questions
- 4.9. Bids are assessed against their contribution towards the six main aims that support the vision in the LTP, and viable schemes identified. A report on this and current Parish Partnership developments will be taken to EDT Committee in March 2017.
- 4.10. **Local Road schemes.** In the current financial climate, partnership working and securing external funding is increasingly important. For the A148/B1436 Felbrigg junction improvement, although we could not justify 100% funding ahead of other higher priority schemes, working with other authorities we assembled a coalition of funders, including District and Parish Councils to deliver that scheme in 2016/17 on terms we considered “value for money”.
- 4.11. Whilst Felbrigg junction was ranked number nine on the long list of schemes awaiting funding, those above it are either likely to be significantly more expensive and/or do not have the same strategic importance as a route connector. However, where there is significant local community demand and external funding can be secured, either in whole or part, other potential higher-cost schemes (i.e. above £150,000) could in future be considered in light of whether the County Council contribution can be limited to an acceptable level that represents value for money.

A 50% maximum contribution from the highway improvement budget would seem reasonable and would match that currently required for “Parish partnership” bids. There will obviously be a balance to be struck where there is a possibility of an improvement being 100% funded from external sources (eg development) but where such funding is likely to be in the longer term and the community are seeking an earlier solution. In such cases, the County Council could justifiably expect to offer a lower contribution.

- 4.12. This collaborative approach is proposed to deliver a £150,000 roundabout at Brick Kiln Crossroad, Little Plumstead, to address longstanding safety issues. Once again this involves a partnership, consisting of:
 - NCC Highway Improvements- £25,000
 - NCC Parish Partnerships- £25,000
 - NCC Local Safety Scheme budget- £25,000
 - Parish Council (CIL) Contribution (via Parish Partnerships)- £75,000

Subject to the parish council submitting a Parish Partnership bid and this subsequently being reported to and approved by EDT Committee, this scheme can be delivered in 2017/18 and is included under “local road schemes” in Appendix C.

- 4.13. **Recommendation 1:** That Committee recommends to Full Council that it approves extending the “Parish Partnership” approach to support delivery of larger schemes, based on a 50% funding contribution.
- 4.14. **Walking and cycling.** A report on the “Norfolk Cycling & Walking Action Plan” was considered by EDT Committee on 13th March 2015. This followed an invitation from DfT to become a partner with them in a Cycling Delivery Plan for Norfolk, which will ultimately enable access to DfT funding streams to deliver the required infrastructure. Committee approved creation of a Cycling & Walking Working Group to be chaired by the Cycling and Walking Champion (Cllr Cox). Committee also approved delegation to the Executive Director of Community and Environment Services in consultation with the Chair and Vice Chair of EDT and the Cycling and Walking Champion the submission of funding bids and linked plans.

A public consultation was held on the draft Norfolk Cycling & Walking Action Plan between March and April 2016. Feedback was generally positive and supportive.

- 4.15. Work on developing a Norfolk Cycling & Walking Action Plan is ongoing. Publication of the DfT Cycling and Walking Investment Strategy, which should offer guidance on the Local Cycling & Walking Infrastructure Plans, has been delayed. We will continue development of the Norfolk Cycling & Walking Action Plan, and adjust later if necessary to align with central government policy, as required by the Infrastructure Act 2015. The aim is to formulate cycling and walking priorities, focussed on securing external funding for projects to increase physical activity, and make Norfolk more attractive to visitors. Stakeholder and public consultation is helping ensure this Action Plan represents collective needs and interests, both in terms of health and economics. Further progress will be reported to future meetings of this committee.
- 4.16. **Local Safety Schemes (LSS).** The 1974 Road Traffic Act places a statutory duty on local authorities to study road collisions, and to reduce and prevent them. Improving road safety is also one of six strategic aims within the LTP.
- 4.17. LSS enter the capital programme following an evaluation of accident statistics and potential for casualty reduction. Accident cluster locations are included where the first year rate of return exceeds 100%. LSS are treated as a priority due to their impact on road safety and casualty reduction. The LSS budget has been £250,000 in recent years and remains at that level in the proposed 2 year programme in Appendix C.
- 4.18. After a sustained period of successful reductions to road casualty numbers there has been a reduction in the pace of progress over the first half of our current 10-year monitoring period. Data for the latest 5-year period (2010-2014) shows little progress compared to the baseline period (2005-2009). Comparisons with other authority areas show similar stalling in progress to reduce KSI numbers, and Norfolk's performance is generally in line with other similar local authorities (Suffolk, Lincolnshire, Somerset and Gloucestershire).

- 4.19. Further work has been undertaken with our partners in the Road Casualty Reduction Partnership (RCRP) to establish the cause of this change in the patterns of casualty reduction, and ensure that efforts are targeted effectively to maintain performance. This includes work to understand the emerging guidance from central government and in particular the developing approaches to reducing risk on rural roads which present significant factors for Norfolk road users.
- 4.20. In December 2015 the government issued the British Road Safety Statement which has added weight to the development of the Safe Systems approach alongside the other elements previously set out in the Strategic Framework for Road Safety. Alongside the new Code of Practice: Well-managed Highway Infrastructure, officers will be reviewing the guidance with a view to bidding for additional funding for road safety improvements in Norfolk.
- 4.21. A sample of LSS implemented over recent years has been reviewed, to check whether expected benefits have been delivered. The report in Appendix D shows LSS are generally performing as expected and delivering cost benefits in terms of accident reduction savings, based on low-cost measures. Where some schemes have performed less well we have reviewed and refined our techniques toward ensuring we are applying best practice and methods to ensure the best possible outcomes and use of funding. In addition, we continue to review and update the safety engineering approach in Norfolk in line with national guidance and best practice, which emphasise the role that safe systems thinking can have in delivering safer roads.
- 4.22. **Traffic Management.** The former countywide Traffic Management Programme (TMP) delivered small schemes to address minor traffic management concerns usually raised by members about parking/waiting restrictions and speed/weight limit issues. Due to ongoing funding pressures, EDT Committee, at its meeting of January 2016, agreed to cease the TMP and address parking issues *“through the CPE forward programme as long as no further financial burden falls to CPE”*.
- 4.23. Speed limits are governed by our speed management strategy and new limits introduced only where there is significant change in the environment (eg a village boundary has expanded) or there are compelling safety reasons.
- 4.24. There will be occasional need to accommodate larger scale (i.e. not “small schemes” which the former TMP delivered) traffic management schemes to address community concerns under “Traffic Management and Traffic calming”. The following such schemes, required in association with the NDR, are identified in Appendix C:
- Hockering- Traffic calming
 - Weston Longville- traffic Calming
 - Costessey - West end Traffic Calming
 - Taverham/Ringland/Costessey - 3 Bridge HGV access

These schemes are required under the Secretary of States Development Consent Order for the NDR and are therefore non-negotiable, essential elements of the programme.

4.25. A further scheme was reported to and approved by EDT Committee at its meeting of 16 September 2016, and is also included in Appendix C:

- B1111 Garboldisham – Roudham road- measure to regulate HGV traffic

EDT Committee also agreed that any further work required on wider HGV measures would need a separate report/approval and is not covered by the current budget. A scheme to introduce 20mph speed restrictions in Southery was also endorsed, along with approval to consult further on options to reduce the impacts of HGVs in the village.

- 4.26. Given the concern that can be raised in a community by traffic management/calming issues, officers are exploring how we deal with such concerns – under our evolving locality approach. This will be the subject of a proposal to EDT Committee through 2017/18.
- 4.27. **Budgets.** A summary of the recommended budgets, and a programme for 2017/18 and a provisional programme for 2018/19 is included in Appendices A, B and C. These programmes are subject to change depending on the progress of individual schemes through the design and consultation process. In addition, the programme may vary depending on the level of contributions to the programme from other funding sources. Any changes beyond the scope of the scheme of financial delegation will be agreed with the Chair and reported to Committee if required.
- 4.28. **Recommendation 2:** That Committee recommends to Full Council that it approves the proposed allocations and programme for 2017/18 and 2018/19 (Appendices A, B and C).
- 4.29. In previous years, the Executive Director has managed the two year programme under Chief Officer delegated powers, in consultation with the Chair and vice Chair of this Committee, to maximise value for money, scheme delivery and budget utilisation.
- 4.30. A risk to the 2017/18 programme continues to be the extent of any further Great Yarmouth Third River Crossing Blight costs, which could be up to £145,000. This follows the Cabinet decision in December 2009 to announce a preferred route for the crossing, which subsequently blighted several properties. Blight costs have been contained within the overall highways programme by switching funding from the structural maintenance budget, within limits agreed by Members. Otherwise, costs would need to be funded from the integrated transport budget, which would result in programmed schemes being deferred. To mitigate this and their potential impacts on the Integrated Transport programme, it is suggested that if necessary, the Executive Director, in consultation with the Chair/Vice- Chair of this Committee, could increase the Integrated Transport programme by reducing the structural maintenance allocation.
- 4.31. **Recommendation 3:** That Committee recommends to Full Council that it approves delegated authority to the Executive Director of Environment, Transport and Development, in consultation with the Chair and Vice Chair of EDT Committee, to manage the two year programme, in line with the financial delegation scheme.

5. Transport Asset Management Plan 2017-18

- 5.1. The TAMP is updated annually and approved by Committee and Full Council. A copy of the TAMP approved by full Council on 11 April 2016 is available on [our website](#)
- 5.2. An annual “Highway Asset Performance report” was presented to EDT Committee of 14 October 2016. This report ensures members are regularly involved in approving and reviewing the direction for asset management.
- 5.3. Norfolk continues to review its maintenance and inspection policies for the network to ensure they deliver best practice, are value for money, and that our actions align with member’s decisions on funding priorities.
- 5.4. Officers are assessing the code of practice (Well-managed Highway Infrastructure) issued in October 2016 and will report separately on how this may apply to standards and further bids for funding.
- 5.5. The DfT incentive fund questionnaire requires that resilience networks (i.e. the core network to be kept open to maintain economic activity and access to key services during extreme weather) be reviewed every 2 years as opposed to annually. Accordingly, we propose to review our network every two years, rather than the present annual review.
- 5.6. **Recommendation 4**
 - 5.6.1. That Committee recommends to Full Council that it approves the TAMP for 2017/18 - 20/21 and that the resilience network be reviewed every 2 years in line with national practice.

6. Issues, risks and innovation

- 6.1. **Resource Implications** Full Council will consider the overall County Council Capital Programme, which will include the overall budgets contained within this report. If any borrowing costs are incurred in delivering the capital programme, they will have to be accommodated within departmental budgets. However, this report does not recommend any borrowing.
- 6.2. **Legal Implications** The legal implications of individual schemes will be evaluated as part of the project delivery process.
- 6.3. **Equality Implications** The priorities will help ensure that existing levels of access, in terms of the highway, do not significantly decline, by prioritising work to maintain the existing asset. The extent to which accessibility can be improved or increased through improvements to infrastructure, or provision of new infrastructure, is directly related to investment. A detailed equality impact assessment completed as part of the Strategic review did not identify any significant areas of concern.

There is further opportunity for consideration of potential impacts during the development of individual schemes as the programme is implemented.

- 6.4. **Risk Implications/assessment**
- 6.5. Funding may be changed by Government (for example autumn statement or budget announcements) or the Council.

- 6.6. A 3% allowance for inflation has been allowed in budgets. However, indications in December 2016 are that there will be a significant change in index adjustments required in the contract which will have a significant impact on programme delivery. The implications are being assessed.
- 6.7. Damage to assets can be caused by adverse weather, winter, drought, wind and flood. Our Fen roads are particularly susceptible to drought damage.
- 6.8. As reported within the Finance Monitoring report there remains a risk of cost over-run on the NDR.
- 6.9. A risk to the 2017/18 programme continues to be the extent of any further development costs related to the Great Yarmouth Third River Crossing.
- 6.10. There is a risk with the larger, non-Local Transport Plan funded schemes that if they overspend, any shortfall may need to be funded from the Highways Capital Programme. To accommodate this, programmed schemes may need to be deferred to prevent overspend on the overall Highways Capital Programme. The risk is mitigated by effective project and programme management.
- 6.11. Any scheme specific risks and implications will be assessed and mitigated during the development of each scheme.

Background Papers

1. [Report](#) on “Highway Asset Performance” to EDT Committee of 14 October 2016 and [link to minutes](#)
2. [Report](#) on “Highways Capital Programme for 2016/17/18 and Transport Asset Management Plan” to EDT Committee of 29 January 2016 and [link to minutes](#) (Page 10)
3. [Report](#) on “Feasibility of changes to the use of the B1111 Garboldisham – Roudham by HGV traffic “ (page 29) to EDT Committee of 16 September 2016 [link to minutes](#)
4. [Report](#) on “Parish Partnership schemes” to EDT Committee of 11 March 2016 and [link to minutes](#) (page 5)
5. [Report](#) on “Parish Partnership Programme-unparished wards” to EDT Committee of 8 July 2016 and [link to minutes](#)
6. [Local Transport Plan](#)
7. [Transport Asset Management Plan](#)

Officer Contact

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

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

Officer Name: Paul Donnachie **Tel No:** 01603 223097 **Email address:** paul.donnachie@norfolk.gov.uk



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APPENDIX A: Norfolk County Council- Highways Capital Programme Summary				
Scheme Type	2017/18	Other Funding	2018/19	Other Funding
Major schemes	1,900	56,140	1,900	5,980
Bus infrastructure	130	90	130	90
Bus priority schemes	0	0	0	0
Public Transport Interchanges	90	475	90	0
Cycling schemes (County)	125	1,646	155	1,800
Cycling schemes (Norwich "City Cycle Ambition 2")	0	4,425	0	14
Walking schemes	325	300	350	300
Road crossings	50	0	50	0
Local road schemes	65	2,557	245	879
Great Yarmouth sustainable transport package (LGF funded)	0	5,270	0	3,632
Attleborough Sustainable transport package (LGF funded)	0	1,230	0	1,950
Thetford Sustainable transport package (LGF funded)	0	105	0	1,200
Traffic Management & Traffic Calming	535	1,000	0	1,500
Local Safety Schemes	250	0	250	0
Other Schemes, Future Fees & Carry Over Costs	30	25	30	25
Integrated transport	3,500	73,263	3,200	17,370
Structural/Routine/Bridge Maintenance	35,333		30,469	
Totals:	38,833	73,263	33,669	17,370
Notes:				
1. Above figures in £000's				
2. DfT (Local Transport Plan) funding detailed under main year headings				
3. Other Funding includes Section 106, Section 278, LGF, CIL, County Council & Major Scheme funding				

APPENDIX B- Structural Maintenance Budget 2017/18 (and future provisional allocations)

	2017-18	2018-19	2019-20	2020-21
Structural Maintenance Budget Proposed Allocations 2017/18 (City & County)	Additional £ in Pothole fund allocation announced in autumn statement			
Funding				
LTP Structural Maintenance Grant (needs)	25,459,000	23,043,000	23,043,000	23,043,000
LTP Structural Maintenance Grant (permanant pothole fund)	2,476,000	1,616,000	1,616,000	1,616,000
LTP Structural Maintenance Grant (incentive)	2,383,790	4,799,364	4,799,364	4,799,364
LTP Structural Maintenance Grant (challenge fund)	4,193,000	0	0	0
County Coucil Contribution Reserves (challenge fund)	180,000	0	0	0
Local Growth Fund	0	70,000	230,000	150,000
County Contribution				
Capital Integrated Transport Contribution	631,000	942,000	1,142,000	2,842,000
Additional Capital Integrated Transport Contribution				
Supply Chain contribution				
Winter / Flood damage Government Grant				
Winter Damage Council additional contribution				
Additional structural Mt grant autumn statement				
Traffic Management contribution (otherwise funded from Network Management)				
Additional Pothole Grant				
	35,322,790	30,470,364	30,830,364	32,450,364
Spending				
Countywide specialist				
Bridges	800,000	800,000	800,000	800,000
Bridges (small works)	400,000	400,000	400,000	400,000
Traffic Signal Replacement	250,000	250,000	700,000	525,000
Traffic Signals (small works)	600,000	600,000	600,000	600,000
Traffic Management				
HGV Signing				
Park & Ride	25,000	25,000	25,000	25,000
sub total	2,075,000	2,075,000	2,525,000	2,350,000
Roads				
Detrunk Principal Roads (Surfacing)				
Principal Roads (Surfacing)	1,317,020	1,400,000	1,087,013	1,900,000
Principal Roads (Surfacing) LGF named scheme	0			
Principal Roads (Surface Treatment)	1,894,682	1,930,000	1,930,000	1,930,000
Principal Roads (Surface Treatment) LGF named scheme	0	70,000	230,000	150,000
Principal Roads (Joint repair)	25,000	25,000	25,000	25,000
Principal Roads (SCRIM)	150,000	150,000	150,000	150,000
Principal Roads (Reclamite)	134,500	164,500	164,500	164,500
Principal Roads (Haven Bridge provisional)	30,000			
sub total	3,551,202	3,739,500	3,586,513	4,319,500
B roads (surfacing)	465,962	457,000	457,000	797,978
B roads (surface treatment)	911,064	943,000	943,000	943,000
B Roads (Surface Treatment) LGF named scheme				
sub total	1,377,026	1,400,000	1,400,000	1,740,978
C roads (surfacing and haunch)	640,951	150,000	150,000	200,000
C roads (surface dressing)	3,910,000	3,910,000	3,910,000	3,910,000
sub total	4,550,951	4,060,000	4,060,000	4,110,000
U roads (surfacing and haunch)	0			
U roads (surface dressing)	3,910,000	3,910,000	3,910,000	3,910,000
sub total	3,910,000	3,910,000	3,910,000	3,910,000
Capital Structural Funding transfered to the Highways Maintenance Fund for Patching	4,212,772	4,212,772	4,212,772	4,212,772
Capital Structural Funding transfered to the Highways Maintenance Fund for Chip Patching	469,000	469,000	469,000	469,000
Capital Structural Funding transfered to the Highways Maintenance Fund for Chip Patching	900,000	900,000	900,000	900,000
Capital Structural Funding transfered to the Highways Maintenance Fund for Permanent Pothole	900,000	900,000	900,000	900,000
Extra in 2017/18??	1,000,000	1,000,000	1,000,000	1,000,000
sub total	7,481,772	7,481,772	7,481,772	7,481,772
Machine Patching	421,354	421,354	421,354	421,354
Patching element from Pothole fund	617,430	504,076	504,076	1,000,000
sub total	1,038,784	925,430	925,430	1,421,354
Winter Damage / Flood Damage Patching / Pothole	0	0	0	0
sub total	0	0	0	0
	21,909,735	21,516,702	21,363,715	22,983,604
Design fees in advance	200000	150000	150000	150000
Laboratory cores	50000	30000	30000	30000
Inflation at 3% of total budget	547267	548008	558118	601465
Pain Pot	379232	332053	332053	450348
Local Management Overhead for LT	2100000	2100000	2100000	2100000
Local Management Overhead for Mouchel	165375	173644	182326	191442
Local Management Overhead for Imtech	55125	57881	60775	63814
Transport Programmes staff recharge to capital	128788	130076	131376	132690
Contract costs etc.	3,625,787	3,521,662	3,544,649	3,719,759
Vehicle Restraint Systems				
Risk Assessment,	32,000	32,000	32,000	32,000
Design & works	60,000	60,000	100,000	100,000
	92,000	92,000	132,000	132,000
Footways & Drainage & signs				
Signs & post	200,000	200,000	200,000	200,000
Area Managers Schemes	140,000	140,000	140,000	140,000
Footways - Category 1 & 2	495,790	450,000	450,000	450,000
Footways Category 3 & 4	1,322,485	1,350,000	1,350,000	1,350,000
Footways Category 3 & 4 Slurry	437,086	450,000	450,000	450,000
Drainage	176,907	600,000	600,000	600,000
(Drainage Flood & Water Risk Match Pot)	75,000	75,000	75,000	75,000
Capital Challenge Fund	4,773,000	0	0	0
	7,620,268	3,265,000	3,265,000	3,265,000
Summary				
Total Structural Maintenance & Bridges Spending	35,322,790	30,470,364	30,830,364	32,450,364

APPENDIX C: Proposed Highways Capital Improvement programme

List of Acronyms

TFN= Transport For Norwich
LTP=Local Transport Plan
LGF= Local Growth Fund
NPCA= National parks Cycle Ambition
CCA= City Cycle Ambition
DfT= Department for Transport
GYSTP= Great Yarmouth Sustainable Transport Fund
ASTP= Attleborough Sustainable Transport Fund
CIL= Community Infrastructure Levy

APPENDIX C: Proposed Highways Capital Improvements Programme								
Sub-programme	District	Funding source	Project Location/Description	2017/18	Other Funding	2018/19	Other Funding	Comments
Major schemes								
TFN (poss)	Norwich	DfT (NDR/Postwick)	Norwich Northern Distributor Road and Postwick Hub(Dft and NCC Corporate funding)	£1,900,000	£54,510,000	£1,900,000	£3,170,000	
LTP	Norwich	DfT	Thickthorn Junction (A47/A11 Norwich)	£0	£0	£0	£0	Highways England developing the scheme for 2020 delivery
LTP	South Norfolk	LGF/S106	Easton / Longwater (A47/A1074) Junction e) Dereham Road widening to two lanes in each direction (mid/east section)	£0	£1,630,000	£0	£1,960,000	Development of junction to support growth
LTP	South Norfolk	Developer	Easton / Longwater (A47/A1074) Junction f) Part signalisation of the Longwater southern dumbbell roundabout	£0	£0	£0	£850,000	Development of junction to support growth
Bus infrastructure								
LTP	Countywide	LTP	County- Bus Shelter grants	£0	£0	£0	£0	bus shelters to be delivered via "parish partnerships"
LTP	Countywide	LTP	County- DDA Bus stop upgrades	£10,000	£0	£10,000	£0	
LTP	Countywide	Developer	County- Demand Responsive Transport - Door to Door Partnership Contributions	£0	£90,000	£0	£90,000	to be progressed via developer contributions secured where DRT may be developed.
LTP	Countywide	LTP	County- Strategic Traffic Light Priority	£10,000	£0	£10,000	£0	10-15 sites across SCOOT Norwich, King's Lynn & Gt Yarmouth - location being supplied by bus operators
LTP	Countywide	LTP	County- walking schemes which would allow a route to school to be declared available	£100,000	£0	£100,000	£0	Reduces significant, on going revenue costs for school transport provision
LTP	Countywide	LTP	Public transport information technology	£0	£0	£0	£0	Use of technology to improve passenger information (and NCC corporate information/messages where appropriate eg network disruption)
LTP	Norwich	LTP	Norwich - Bus Infrastructure Improvements (DDA)	£10,000	£0	£10,000	£0	
LTP	Countywide	LTP	ITS system replacement & savings project 2016- 2020	£0	£0	£0	£0	
Bus priority schemes								
TFN	Broadland	LGF	Bus Rapid Transit (BRT- Yarmouth road (feasibility)	£0	£0	£0	£0	Awaiting funding source
TFN	Norwich	LGF	Bus Rapid Transit (BRT) Fakenham road (feasibility)	£0	£0	£0	£0	Awaiting funding source
TFN	Norwich	LGF	Bus Rapid Transit (BRT) A140 Cromer Road (feasibility)	£0	£0	£0	£0	Awaiting funding source
TFN (poss)	South Norfolk	LGF	Harford- A47 junction- bus priority scheme	£0	£0	£0	£0	Awaiting funding source
Public Transport Interchanges								
LTP	Countywide	LTP	Countywide Public Transport Interchanges	£90,000	£0	£90,000	£0	small measures across all inter changes
LTP	North Norfolk	LTP	North Walsham bus interchange	£0	£0	£0	£0	Dependant on identifying feasible site and detailed costs
TFN (poss)	Norwich	Developer	Norwich - Anglia Square / Edwards Street - Bus Interchange (part S106 funded)	£0	£0	£0	£0	Dependent on development proposals
TFN	South Norfolk	LGF	Roundhouse Way interchange	£0	£475,000	£0	£0	Sustainable Transport Links along A11/B1172 linking major growth locations in Wymondham, Hethersett, and the NRP/UEA/NUH. Interchange to serve NRP/Hospital/UEA from A11 corridor.
Cycling schemes (County)								
TFN (poss)	Broadland	District/Borough Council	Rackheath - Eco town to Sprowston - Cycle Link	£0	£0	£30,000	£900,000	Other funding from Broadland DC. Funding in year 2 of programme as scheme unlikely to proceed in year 1
LTP	Countywide	LTP	Future Cycling Schemes	£25,000	£0	£25,000	£0	Match funding to support other externally funded to schemes
LTP	Broadland	NPCA (+LTP)	Broadland Way cycle scheme	£50,000	£450,000	£50,000	£450,000	Subject to costs and securing further external funding
LTP	North Norfolk	NPCA (+LTP)	Three Rivers Way- Hoveton to Potter Heigham Shared Use Cycle path- Horning to Ludham Bridge Phase 2	£50,000	£450,000	£0	£0	Subject to costs and securing further external funding
LTP	North Norfolk	NPCA (+LTP)	Three Rivers Way- Hoveton to Potter Heigham Shared Use Cycle path- Ludham Bridge to Potter Heigham Phase 3	£0	£0	£50,000	£450,000	Subject to costs and securing further external funding
TFN	Norwich	LTP	Norwich- – Cycle network implementation	£0	£0	£0	£0	
TFN	South Norfolk	LGF	Wymondham - Hethersett cycle link	£0	£746,000	£0	£0	

APPENDIX C: Proposed Highways Capital Improvements Programme								
Sub-programme	District	Funding source	Project Location/Description	2017/18	Other Funding	2018/19	Other Funding	Comments
Cycling schemes (Norwich "City Cycle Ambition 2")								
CCAG	Norwich	CCA2	Liberator Road	£0	£32,000	£0	£0	
CCAG	Norwich	CCA2	Spitfire Road - Hurricane Way	£0	£50,000	£0	£0	
CCAG	Norwich	CCA2	Hurricane Way - Heyford Road	£0	£0	£0	£0	
CCAG	Norwich	CCA2	Taylors Lane (connector)	£0	£0	£0	£14,000	
CCAG	Norwich	CCA2	Fifers Lane / Ives Road / Heyford Road roundabout	£0	£0	£0	£0	
CCAG	Norwich	CCA2	Ives Road - Weston Road industrial estate	£0	£0	£0	£0	
CCAG	Norwich	CCA2	Bussey Road - Ives Road	£0	£0	£0	£0	
CCAG	Norwich	CCA2	Mile Cross Lane (Fiddlewood - Catton Grove Road)	£0	£300,000	£0	£0	
CCAG	Norwich	CCA2	Woodcock Rd / Catton Grove Rd roundabout	£0	£0	£0	£0	
CCAG	Norwich	CCA2	Mile Cross - Angel Road via Pointers Field	£0	£0	£0	£0	
CCAG	Norwich	CCA2	Angel Road	£0	£0	£0	£0	
CCAG	Norwich	CCA2	Shipstone Rd / Angel Rd / Waterloo Rd junc including Angel Road Scheme	£0	£282,000	£0	£0	
CCAG	Norwich	CCA2	Edward Street north	£0	£150,000	£0	£0	
CCAG	Norwich	CCA2	St Crispins (St Georges - Botolph Street) Crossing	£0	£769,000	£0	£0	
CCAG	Norwich	CCA2	All Saints Green / Brazengate / Queens Road	£0	£431,000	£0	£0	
CCAG	Norwich	CCA2	Lakenham Way	£0	£0	£0	£0	
CCAG	Norwich	CCA2	Sandy Lane (Bessemer - Lakenham Way junctions)	£0	£0	£0	£0	
CCAG	Norwich	CCA2	Hall Road (Bessemer - Old Hall Road)	£0	£0	£0	£0	
CCAG	Norwich	CCA2	Ipswich Road - Old Hall Road	£0	£0	£0	£0	
CCAG	Norwich	CCA2	20 mph areas (Yellow and Blue)	£0	£125,000	£0	£0	
CCAG	Norwich	CCA2	Cycle parking at hubs (yellow)	£0	£0	£0	£0	
CCAG	Norwich	CCA2	Wayfinding and clutter reduction (yellow)	£0	£0	£0	£0	
CCAG	Norwich	CCA2	Monitoring infrastructure (yellow and blue)	£0	£0	£0	£0	
CCAG	Norwich	CCA2	Centre of old Cringleford	£0	£0	£0	£0	
CCAG	Norwich	CCA2	Bluebell Road (connector)	£0	£254,000	£0	£0	
CCAG	Norwich	CCA2	Newmarket Road (Unthank Road - ORR) path upgrade	£0	£0	£0	£0	
CCAG	Norwich	CCA2	Newmarket Rd (ORR - Hannover Rd)	£0	£617,000	£0	£0	
CCAG	Norwich	CCA2	Wessex Street approach to Chapelfield Rd	£0	£0	£0	£0	
CCAG	Norwich	CCA2	Magdalen Road	£0	£0	£0	£0	
CCAG	Norwich	CCA2	St Clement's Hill (entrance to Sewell Park College)	£0	£0	£0	£0	
CCAG	Norwich	CCA2	Chartwell Road / St Clements Hill / Spixworth Road	£0	£0	£0	£0	
CCAG	Norwich	CCA2	Denton Road	£0	£0	£0	£0	
CCAG	Norwich	CCA2	North Walsham Road (George Hill - edge of urban area)	£0	£450,000	£0	£0	
CCAG	Norwich	CCA2	20 mph areas (city centre)	£0	£125,000	£0	£0	
CCAG	Norwich	CCA2	Cycle parking at hubs (blue)	£0	£0	£0	£0	
CCAG	Norwich	CCA2	Wayfinding and clutter reduction (blue)	£0	£0	£0	£0	
CCAG	Norwich	CCA2	Monitoring infrastructure (blue)	£0	£0	£0	£0	
CCAG	Norwich	CCA2	St George's Street / Colegate junction (on both routes)	£0	£0	£0	£0	
CCAG	Norwich	CCA2	Opie Street / Castle Meadow (on both routes)	£0	£0	£0	£0	
CCAG	Norwich	CCA2	City centre access strategy for cyclists	£0	£140,000	£0	£0	
TFN	Norwich	LGF/CIL	Eaton centre	£0	£700,000	£0	£0	
Walking schemes								
LTP	Countywide	LTP	Future Footway Feasibility Schemes Fees	£10,000	£0	£10,000	£0	
LTP	Countywide	LTP/Parish/Town Councils	Delivering local highway improvements in partnership with Town and Parish Councils	£300,000	£300,000	£300,000	£300,000	"other funding" is 50% match funding from Town/Parish Councils.
LTP	Countywide	LTP	Public Rights of Way in Towns & Villages - Urban Path Improvements	£15,000	£0	£15,000	£0	
TFN (poss)	Norwich	LTP	Norwich- future walking schemes	£0	£0	£25,000	£0	
Road crossings								
LTP	Countywide	LTP	Future Road Crossing Schemes	£25,000	£0	£25,000	£0	
TFN (poss)	Norwich	LTP	Norwich-provision of dropped kerbs	£10,000	£0	£10,000	£0	
TFN (poss)	Norwich	LTP	Norwich- future road crossings	£15,000	£0	£15,000	£0	

APPENDIX C: Proposed Highways Capital Improvements Programme								
Sub-programme	District	Funding source	Project Location/Description	2017/18	Other Funding	2018/19	Other Funding	Comments
Local road schemes								
TFN	Broadland	Debtor	Old Catton- Repton Avenue link road - Feasibility	£0	£0	£0	£0	Link from existing employment at airport to western end of NEG T. Potential for developer funding. Scheme development required to secure contributions and fit with development proposals.
0	Broadland	LTP/Parish	Little Plumstead - C874 Norwich Road / C284 Honeycombe Road (Brick-Kilns Crossroads) - LSS - Mini Roundabout Junction Improvements	£25,000	£75,000	£0	£0	Jointly funded via LTP/LSS/ Parish partnerships
TFN (poss)	Norwich	LTP	TFN Schemes - future design & implementation of schemes	£40,000	£0	£40,000	£0	0
TFN	Norwich	LGF/CIL	Golden Ball ST/ Westlegate/All Saints Green Scheme	£0	£405,000	£0	£0	0
TFN (poss)	Norwich	Developer	Norwich- NE Norwich orbital road link (Broadland Business Park to Norwich Airport Industrial Estate)	£0	£0	£0	£0	New orbital road link connecting Broadland Business Park to Norwich Airport Industrial Estate, provided via Growth Triangle development
TFN	Norwich	LGF	Newmarket Road / ORR & Leopold Road junctions	£0	£106,000	£0	£745,000	0
TFN	Norwich	LGF	Sweetbriar road/Guardian road/Dereham road- junction improvement- feasibility and scheme implementation	£0	£1,052,000	£0	£134,000	Outer Ring Road congestion relief scheme. To include bus and cycle improvements.
LTP	South Norfolk	Developer	Colney B1108 Watton Road Widening and Surfacing Works (developer funded)	£0	£919,000	£0	£0	0
LTP	Countywide	LTP	Unallocated local road scheme funding	£0	£0	£205,000	£0	To be used as match funding on jointly funded schemes
Great Yarmouth sustainable transport package (LGF funded)								
GYSTP	Great Yarmouth	LGF	Great Yarmouth- Town Centre congestion relief	£0	£2,000,000	£0	£1,000,000	Measures to improve junction hot-spots in GY. Funds reallocated from ASDA/Fullers Hill junction to other congestion schemes. Highways England to deliver ASDA Junction improvement as part of trunk road improvement programme.
GYSTP	Great Yarmouth	LGF/CIL	Great Yarmouth- A149 Asda junction/Fullers Hill	£0	£0	£0	£0	Asda junction funds to be diverted to town centre congestion schemes
GYSTP	Great Yarmouth	LGF	Great Yarmouth- Southtown Road Feasibility Study and Implementation of measures	£0	£500,000	£0	£0	Measures to improve conditions for cyclists, public transport and general traffic
GYSTP	Great Yarmouth	LGF	Great Yarmouth- St. George's Parkway link west South Quay	£0	£200,000	£0	£0	Measures to improve cycle links (east/west link St Georges Park to Marine Parade).
GYSTP	Great Yarmouth	LGF/CIL	Great Yarmouth- Conge area foot and cycle link - feasibility study (this work forms part of the Great Yarmouth- Rail station approach work)	£0	£200,000	£0	£0	Overlaps with Rail Station brief DC has prepared may divert funding to sustainable transport priorities post 2015/16. See Rail Station Approach.
GYSTP	Great Yarmouth	LGF	Great Yarmouth- Bus Stop Improvements	£0	£50,000	£0	£75,000	Early proposals to improve bus stops on First Route 8 service.
GYSTP	Great Yarmouth	LGF	Great Yarmouth- Bus Stop Infrastructure Improvements	£0	£160,000	£0	£100,000	
GYSTP	Great Yarmouth	LGF	Great Yarmouth- Bus information (live timing and RNIB screens	£0	£60,000	£0	£25,000	
GYSTP	Great Yarmouth	LGF	Great Yarmouth sustainable transport priorities post 2015/16	£0	£100,000	£0	£400,000	Measures to improve modal shift from car use to more sustainable forms of transport.
GYSTP	Great Yarmouth	LGF	Great Yarmouth- Third River Crossing	£0	£1,000,000	£0	£1,000,000	Development of scheme in tandem with bid to DfT local major transport scheme funding
GYSTP	Great Yarmouth	LGF	Great Yarmouth- The Conge and rail station interchange	£0	£1,000,000	£0	£1,032,000	
Attleborough Sustainable transport package (LGF funded)								
ASTP	Breckland	LGF	Attleborough Town centre transport improvements	£0	£1,150,000	£0	£1,200,000	
ASTP	Breckland	LGF	Attleborough High Street improvements	£0	£0	£0	£0	
ASTP	Breckland	LGF	Attleborough Sustainable transport package Priorities	£0	£80,000	£0	£750,000	
Thetford Sustainable transport package (LGF funded)								
TSTP	Breckland	LGF	Traffic and asset management	£0	£105,000	£0	£0	Improved signage and structural maintenance schemes
TSTP	Breckland	LGF	Thetford Enterprise Park (TEP) Roundabout	£0	£0	£0	£1,200,000	
Traffic Management & Traffic Calming								
TFN	Norwich	LGF/CIL	Prince of Wales Road and Rose Lane traffic measures	£0	£1,000,000	£0	£1,500,000	
TFN	Breckland	LTP	Hockering- Traffic calming	£178,000	£0	£0	£0	Scheme required in association with NDR
TFN	Broadland	LTP	Weston Longville- traffic Calming	£96,000	£0	£0	£0	Scheme required in association with NDR
TFN	South Norfolk	LTP	Costessey - West end Traffic Calming	£19,000	£0	£0	£0	Scheme required in association with NDR
TFN	South Norfolk	LTP	Taverham/Ringland/Cotessey - 3 Bridge HGV access	£152,000	£0	£0	£0	Scheme required in association with NDR
TFN	Broadland	LTP	Drayton - Hall Lane Traffic calming	£0	£0	£0	£0	Scheme required in association with NDR
LTP	South Norfolk	LTP	B1111 Harling: Garboldisham – Roudham road- measure to regulate HGV traffic	£90,000	£0	£0	£0	Will seek external funding contributions where practicable
Local Safety Schemes								
LTP	Broadland	0	Little Plumstead - C874 Norwich Road / C284 Honeycombe Road (Brick-Kilns Crossroads) - LSS - Mini Roundabout Junction Improvements	£25,000	£0	£0	£0	Jointly funded via LTP/LSS/ Parish partnerships
LTP	Countywide	LTP	Local safety schemes Feasibility / Preliminary Design	£20,000	£0	£20,000	£0	
LTP	Countywide	LTP	Unallocated Local Safety Schemes	£195,000	£0	£220,000	£0	To be allocated to low cost Safety schemes with high rates of return identified through the year
LTP	Countywide	LTP	Safety Partnership Schemes / contribution to maintenance schemes	£10,000	£0	£10,000	£0	
Other Schemes, Future Fees & Carry Over Costs								
LTP	Countywide	LTP	Pre-feasibility work	£0	£25,000	£0	£25,000	
LTP	Countywide	LTP	Fees for future schemes (studies/preliminary Design)	£10,000	£0	£10,000	£0	
LTP	Countywide	LTP	Retention / Land costs on completed schemes	£20,000	£0	£20,000	£0	
Totals:				£3,500,000	£72,763,000	£3,200,000	£16,870,000	

APPENDIX D- Local Safety Schemes Evaluation Report

An analysis of a sample of 14 Local Safety Schemes from the financial years 2011/2012 and 2012/2013

1. Background

- 1.1. Accident Investigation and Prevention (AIP) studies are performed by the Network Management (Analysis & Safety) team in response to locations on the County network which have been identified through the analysis of data on recorded collision to present significant or rising collision trends over a three year (36 calendar month) period, and serve as the basis of Local Safety Schemes carried out by Norfolk County Council;
- 1.2. These studies have been carried out on a continuing basis by the Network Management (Analysis & Safety) team since its creation in the restructuring of 2011, and serve as a continuation of the work undertaken by the Casualty Reduction (Engineering) team before said restructure;
- 1.3. AIP studies describe the location and characteristics of a proposed intervention site, analyse collisions and collision trends, provide observations on road safety, and suggest, as well as provide costings and an economic justifications for, bespoke remedial measures to counter collisions at the intervention location;
- 1.4. These studies are issued to the Programme Management team who subsequently supply a project brief to the Highway Design team for design and implementation as a Local Safety Scheme.

2. Methodology

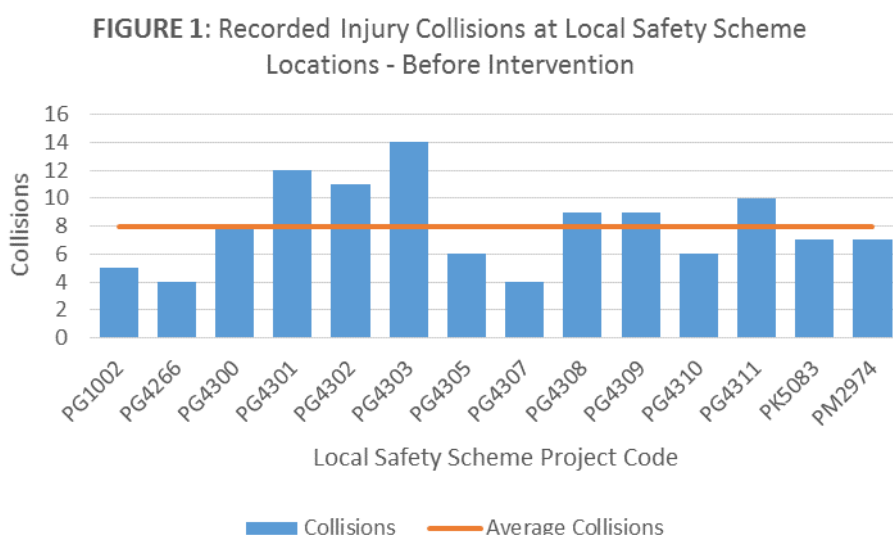
- 2.1. This report analyses outcomes, i.e. reductions in collisions and savings against historical collision costs at intervention locations, to evaluate the processes by which Local Safety Schemes are identified and implemented;
- 2.2. 33 AIP studies targeting both urban and rural locations were carried out by the Network Safety team during the financial years 2011/12 and 2012/13;
- 2.3. A sample of 14 AIP studies, six carried out during 2011/12 and eight during 2012/13, and their subsequent Local Safety Schemes were identified as being viable for analysis for the purposes of this report;
- 2.4. Viability was determined by the availability of scheme documents, whether or not an AIP study had been carried through into a completed Local Safety Scheme, and whether enough time (between two and three years) had elapsed from the date of completion of the scheme to the present for the purposes of post-intervention collision analysis;
- 2.5. It should be noted that not all Local Safety Schemes have been analysed by this report, rather the 14 considered serve as a representative sample of those carried out during the financial years 2011/12 and 2012/13;
- 2.6. Due to the variability of road traffic collisions, which are the outcome of the interplay a number of factors and variables, three years of recorded injury collision data is used throughout this evaluation to provide a robust basis for

the analysis of collisions in the periods before and after implementation of Local Safety Schemes;

- 2.7. Recorded injury collisions are discussed in terms of their total, i.e. all collisions during a 36 month period, and in terms of an 'annual average', i.e. all collisions during a 36 month period divided by three to give an average of collisions across 12 months;
- 2.8. As Local Safety Schemes are designed and implemented on a case-by-case basis in response to a particular issue or trend in injury collisions at specific locations, no analysis of the methods recommended or employed in individual interventions has been carried out. It is deemed that such an analysis of the bespoke treatments employed at particular locations to counter specific collisions would not be beneficial as interventions are not performed on a "one size fits all" basis;
- 2.9. Rather, this report serves to analyse the general efficacy of the Local Safety Scheme programme, with an emphasis placed on evaluating the reduction in collisions across intervention locations and the value of reducing collisions at these locations for the public purse.

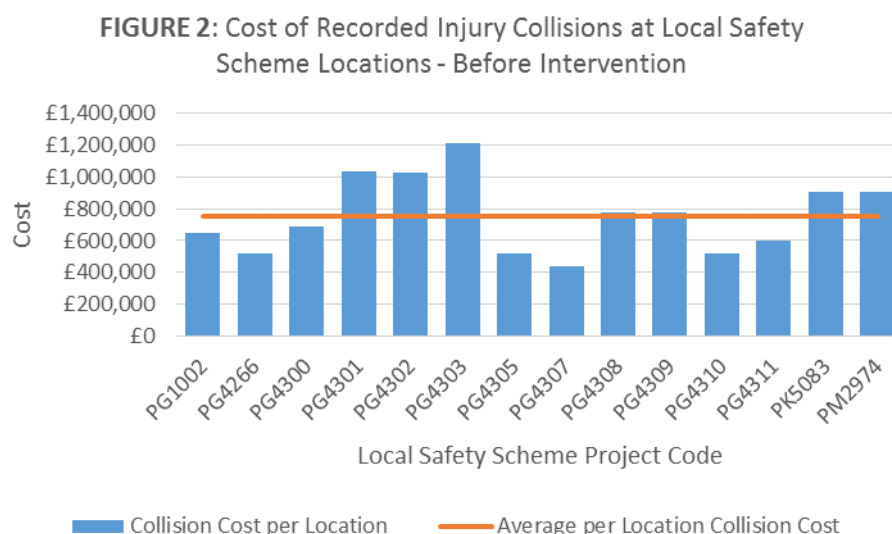
3. Pre-Intervention

- 3.1. The 14 studies addressed 14 locations at which a total of 112 collisions were recorded in the 36 months before the studies were carried out;
- 3.2. The number of collisions at each intervention location varied, with between four and 14 collisions in each 36-month period at each, with an average of eight collisions per location;
- 3.3. Figure 1 illustrates the number of collisions recorded across the 14 intervention locations, and the average number of collisions:

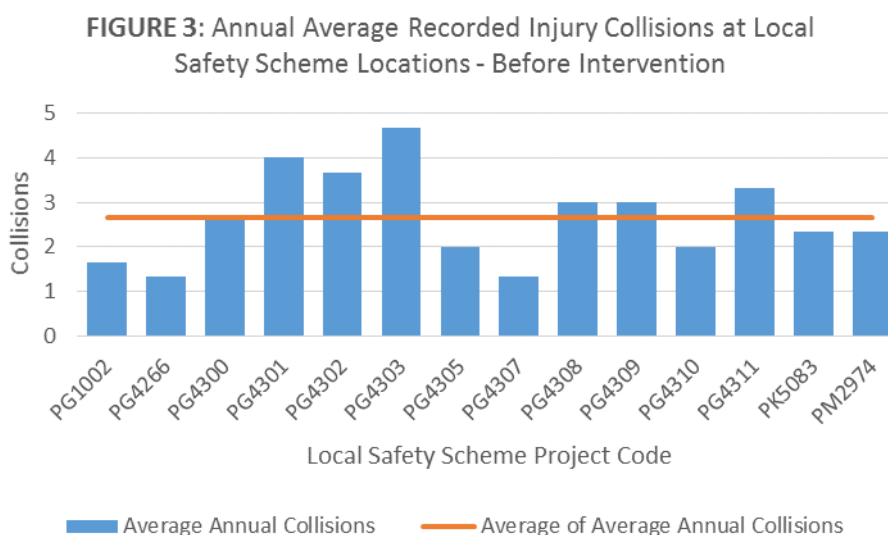


- 3.4. The estimated total cost of the 112 collisions to the public was £10,571,711, with location-specific collision costs ranging between £436,604 and £1,209,627, and an average cost per location of £755,122.21 at an average cost per collision of £94,390.28;

3.5. Figure 2 illustrates the cost of collisions recorded across the 14 intervention locations, and the average cost per location:

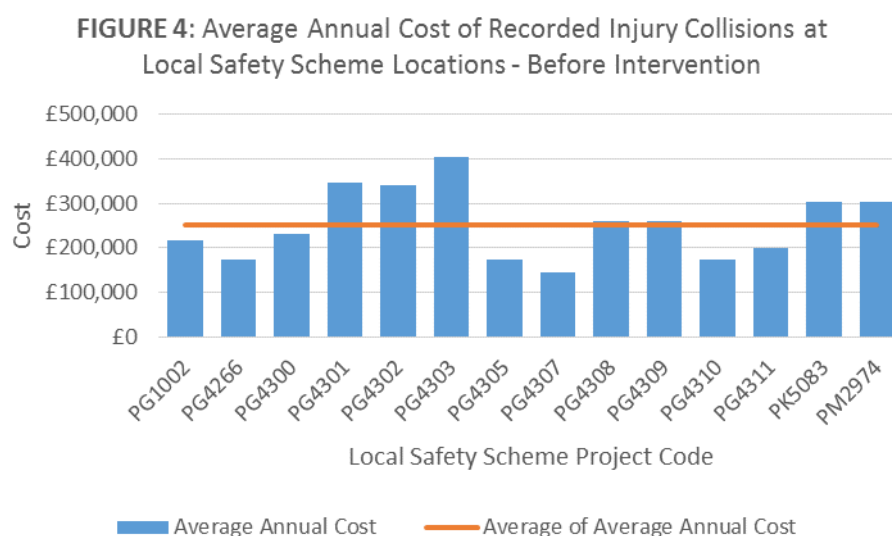


- 3.6. The annual average of collisions at the 14 locations was 37 collisions per year before the studies were carried out;
- 3.7. The average annual number of collisions at each site varied, with between one and five collisions in each average 12-month period, with an average of three collisions recorded at each intervention location;
- 3.8. Figure 3 illustrates the average annual number of collisions recorded across the 14 intervention locations, and the average of the annual average number of collisions:



3.9. The estimated cost of the 37 total average annual collisions was £3,523,903.67, with location costs ranging between £436,604 and £1,209,627, and an average cost per location of £251,707.40 at an average cost per collision of £94,390.28;

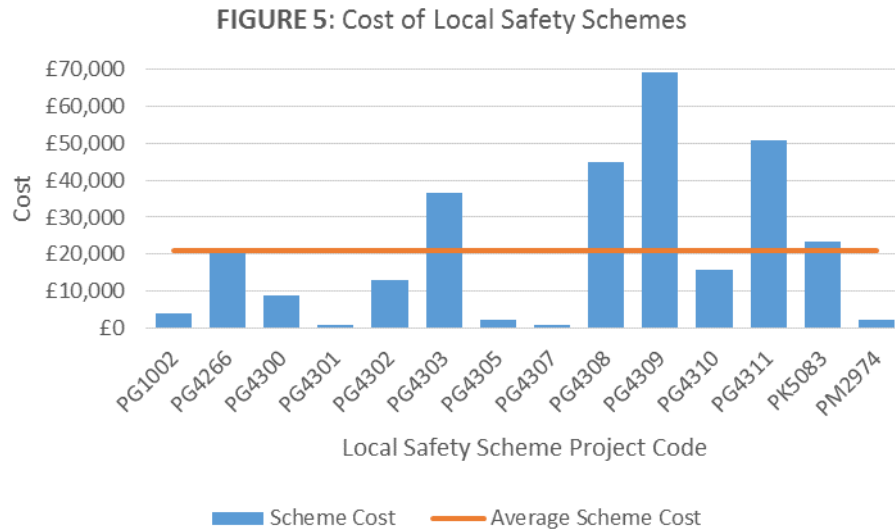
- 3.10. Figure 2 illustrates the average annual cost of collisions recorded across the 14 intervention locations, and the average of the average annual cost per location:



- 3.11. The design and implementation of the 14 interventions recommended by the Network Safety team were estimated to cost a total of £308,100, ranging from a minimum of £2,800 to a maximum of £70,000, and an average estimated cost of £22,007.14 per intervention;
- 3.12. Forecasted reductions in collisions across at the 14 intervention locations ranged between 20% and 66%, with an average targeted reduction in collisions of 39% across the 14 intervention locations;
- 3.13. Anticipated savings from collision reduction in the 36-month post-intervention period, based on these forecasted reductions, totalled £4,059,753.48, with anticipated savings ranging from £109,151 to £513,227.88, and average savings of £289,982.39 per intervention;
- 3.14. Anticipated total average annual savings from collision reduction in the 36-month post-intervention period, based on these forecasted reductions, totalled £1,353,251.16, with anticipated average annual savings ranging from £36,383.67 to £171,075.96, and average annual savings of £96,660.80 per-intervention in the post-intervention period.

4. Intervention

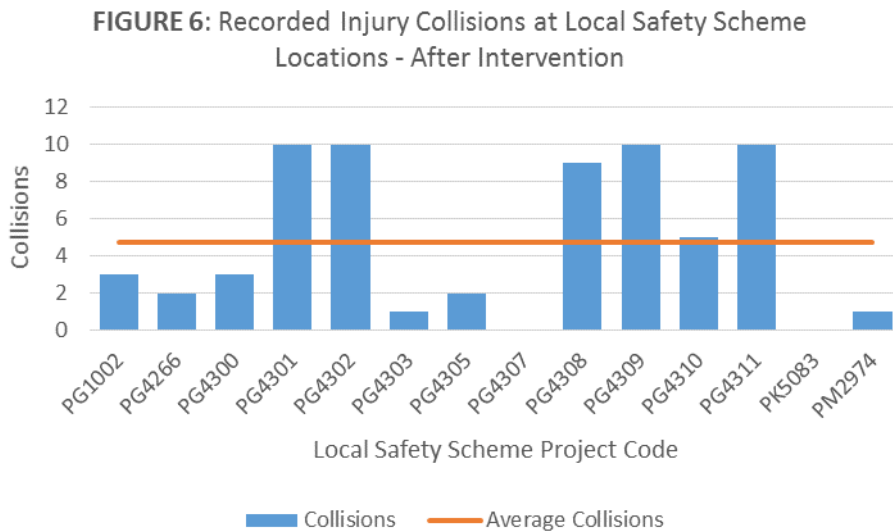
- 4.1. The total actual cost of the 14 Local Safety Schemes analysed as part of this evaluation was £292,654.15 – 95% of the projected total scheme cost set out in the AIP studies carried out by the Network Safety team;
- 4.2. Actual scheme costs ranged from £760.79 to £69,212.50, with an average actual cost per intervention of £20,903.87;
- 4.3. Figure 5 illustrates the cost of Local Safety Schemes and the average cost per scheme:



- 4.4. On average, 499 days, or 71 weeks and two days, elapsed between the identification of an intervention location by Network Safety team to the completion of the intervention project, with the shortest period being 32 days or four weeks and four days, and the longest period being 817 days, or 116 weeks and 5 days, or two years, 12 weeks and three days;
- 4.5. The type of intervention employed was dependent on the factors set out in the initial AIP study completed by the Network Management (Analysis & Safety) team, with a range of interventions employed on a site- and case-specific basis.

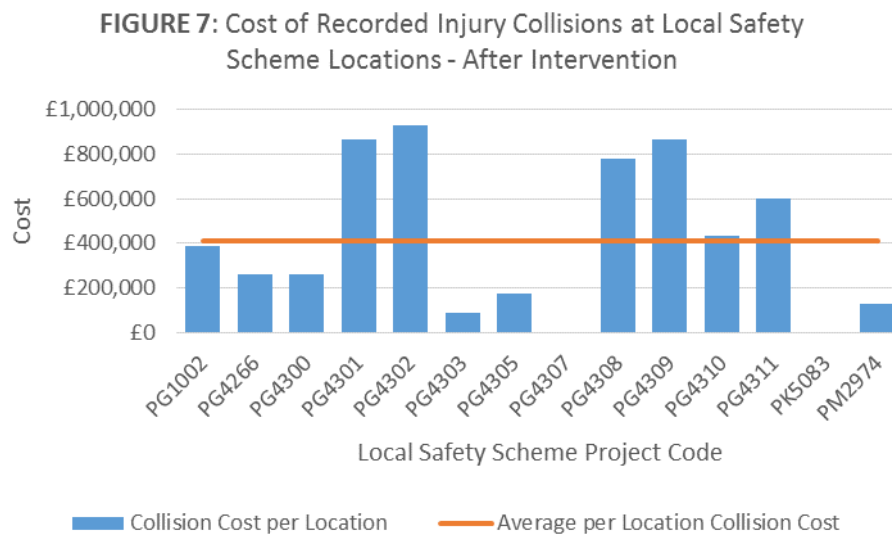
5. Post-Intervention

- 5.1. 66 collisions were recorded at the 14 intervention locations in the 36-months following the completion of each Local Safety Scheme,
- 5.2. The number of collisions recorded at each site post-intervention varied, with between zero and ten collisions recorded across the 14 intervention locations, and an average of five collisions recorded at each;
- 5.3. Figure 6 illustrates the number of collisions recorded across the 14 intervention locations, and the average number of collisions:



5.4. The estimated total cost of the 66 collisions in the post-intervention period was £5,765,387.55, with location-specific collision costs ranging between £0.00 and £930,000.00, and an average cost per location of £411,813.40 at an average cost per collision of £87,354.36;

5.5. Figure 7 illustrates the cost of collisions recorded across the 14 intervention locations, and the average cost per location, after intervention:

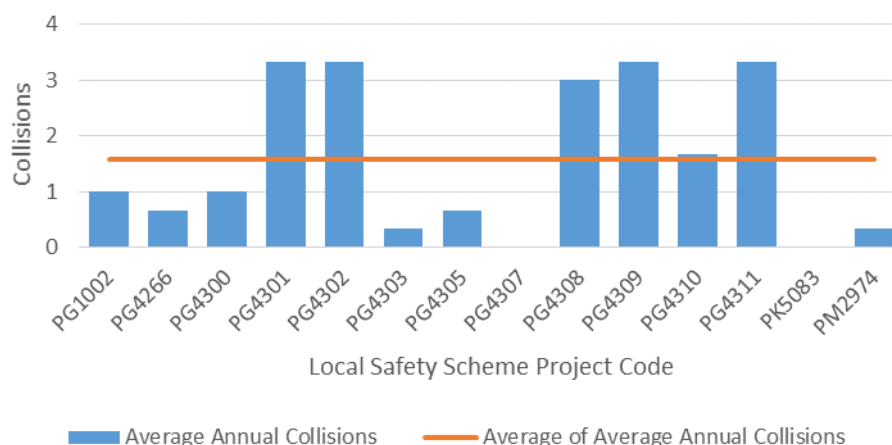


5.6. The average annual number of collisions post-intervention was 22 collisions across the 14 locations;

5.7. The average annual number of collisions at each site post-intervention varied, with between zero and three collisions per intervention location per 12-month period, with an average of two collisions per site;

5.8. Figure 8 illustrates the average annual number of collisions recorded across the 14 intervention locations, and the average of the annual average number of collisions, after intervention:

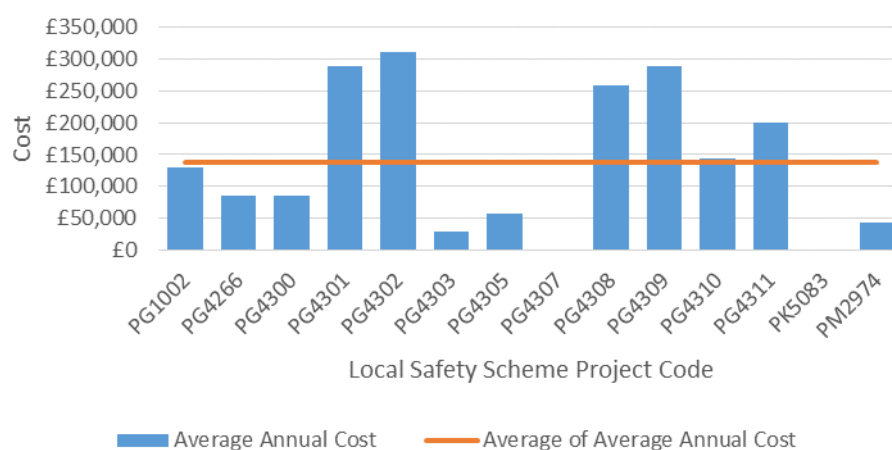
FIGURE 8: Average Annual Recorded Injury Collisions at Local Safety Scheme Locations - After Intervention



5.9. The estimated cost of the 22 total average annual collisions was £1,921,795.85, with location costs ranging between £0 and £310,000, and an average cost per location of £137,271.13 at an average cost per collision of £87,354.36;¹

5.10. Figure 9 illustrates the average annual cost of collisions recorded across the 14 intervention locations, and the average of the average annual cost per location, after intervention:

FIGURE 9: Average Annual Cost of Recorded Injury Collisions at Local Safety Scheme Locations - After Intervention



5.11. Reductions in total collisions of 46 collisions, and in annual average collisions of 15 collisions per year, represent reductions of 41% on the pre-intervention totals and annual averages;

¹ This represents a reduction of £7,035.92 on the average cost of pre-intervention collisions highlighted in 1.7. This is due to disproportionate reductions in collisions across the 14 intervention locations, with some locations seeing greater reductions than others, and some recording increases, and the imbalance in collisions costs at urban and rural locations.

- 5.12. The estimated total and average annual cost of these collisions represents a 45% reduction on the pre-intervention total and annual average, and a total collision costs reduced by £4,806,323.45;
- 5.13. The estimated total cost of collisions in the 36-month post-intervention period in addition to design and construction fees of £292,654.15 for the 14 Local Safety Schemes is £6,058,041.70, and represents a reduction from the total cost of collisions before intervention of £4,513,669.30, or 43% of the total pre-intervention cost, and an average reduction per intervention of £322,404.95.

6. Successful and Unsuccessful Schemes

- 6.1. 11 Local Safety Schemes recorded savings in the 36-month post-intervention periods, with 47 fewer collisions recorded across the intervention locations than in the 36-month pre-identification period;
- 6.2. These interventions, when adjusted for design and construction fees, recorded savings against their respective pre-intervention collision costs of £4,765,074.49, with savings ranging from £70,676.19 to £1,086,636.90, and an average saving of £433,188.59 per scheme;
- 6.3. Three Local Safety Schemes recorded losses in the in the 36-month post-intervention periods, with two schemes recording no change in the number of collisions at the intervention locations, and one recording an additional collision;
- 6.4. It is notable that these 3 LSS were implemented at various types of four arm roundabout junction within Norwich and pre-dominantly involve vulnerable users (cyclists, motorcyclists and pedestrians) within the before and after casualty record. Although roundabouts generally have a very good casualty record for motor traffic, particularly in terms of low accident severity, they do tend to exhibit a higher proportion of vulnerable user casualties.
- 6.5. All 3 of these schemes have implemented measures targeted to slow the speed of general traffic entering the roundabouts to reduce the vulnerable user risk. Whilst this approach is based on sound safety engineering practice, it has not sufficiently reduced casualties at these 3 locations. This may in part be due to an increase in cycling within Norwich which has contributed to an increase in cyclist KSI's across the city as a whole.
- 6.6. Notwithstanding the above, one of these LSS locations (Drayton Road/St Martin's Road mini roundabout) has seen a marked decrease in recorded accidents over the last 12 months. If the declining accident trend continues this LSS will start to achieve a more positive overall safety benefit in terms of accident savings.
- 6.7. Going forward, it is recommended that wherever possible, cycling networks within urban centres should be routed away from roundabout and mini roundabout junctions with 4 arms or more.
- 6.8. These 3 interventions, when adjusted for design and construction fees, have currently recorded losses against their respective pre-intervention collision

costs of £251,405.19, with losses ranging from £44,838.69 to £155,614.50, and an average loss of £83,801.73 per scheme.

7. Summary and Conclusions

- 7.1. Collisions at the locations of Local Safety Scheme interventions have, in general, shown identifiable reductions following the implementation of these schemes;
- 7.2. Local Safety Schemes on average cost £20,903.87 to design and implement, and return savings, in terms of collision costs, of £322,404.95 per intervention;
- 7.3. On average, following intervention, collisions at the locations of Local Schemes exhibit reductions of 41%, with average savings in collision costs of 45%, and of 43% when adjusted for scheme design and implementation costs;
- 7.4. Local Safety Schemes have, in general, proved to be effective approaches in targeting collision issues at specific points on the County road network;
- 7.5. In the long term, as specific sites are treated and reductions in collisions at these locations are delivered, the efficacy of the Local Safety Scheme programme may be limited as sites become fewer in number;
- 7.6. It is recommended that as part of the ongoing programme of monitoring and evaluation, further analysis of the Local Safety Scheme programme should be performed and recommendations made with a view towards developing new approaches for the identification and implementation of targeted engineering works;
- 7.7. A full breakdown of the Local Safety Schemes analysed as part of this evaluation can be found in Section 9 of this report.

8. Scheme Details

Code	Scheme Description	Collisions Pre	Cost Per Accident	Accident Cost Pre	Scheme Cost	Collisions Post	Collisions +/-	Accident Cost Post	Accident + Scheme Cost	Saving
PG4302	A140/A1067 Outer Ring Road	11	£93,000	£1,023,000	£12,891.87	10	-1	£930,000.00	£942,891.87	£80,108.13
PG1002	A149 Bends at Northrepps	5	£129,561	£647,805	£4,123.98	3	-2	£388,683.00	£392,806.98	£254,998.02
PG4300	A1056 Ipswich Road Adjacent to City College	8	£86,509.88	£692,079	£8,829.22	3	-5	£259,529.63	£268,358.85	£423,720.16
PG4303	Sheringham Town Centre Pedestrian Safety	14	£86,401.93	£1,209,627	£36,588.17	1	-13	£86,401.93	£122,990.10	£1,086,636.90
PK5083	A143 / C620 Bradwell	7	£129,561	£906,927	£23,302.61	0	-7	£0.00	£23,302.61	£883,624.39
PG4301	Norwich Unthank Road - Mile End Road	12	£86,402	£1,036,824	£796.06	10	-2	£864,020.00	£864,816.06	£172,007.94
PG4308	A1074 Bowthorpe Roundabout	9	£86,402	£777,618	£44,838.69	9	0	£777,618.00	£822,456.69	-£44,838.69

PG430 9	A1067 Drayton Road / St Martins Road Mini Roundabout	9	£86,402	£777,618	£69,212.5 0	10	+1	£864,020.0 0	£933,232.50	- £155,614.50
PG431 0	A1067 Drayton Road/Whiffler Road	6	£86,400	£518,400	£15,723.8 1	5	-1	£432,000.0 0	£447,723.81	£70,676.19
PG431 1	B1150, Constitution Hill mini-roundabout	10	£60,163	£601,630	£50,952.0 0	10	0	£601,630.0 0	£652,582.00	-£50,952.00
PG430 5	C874 Reeves Corner	6	£86,402	£518,412	£2,226.60	2	-4	£172,804.0 0	£175,030.60	£343,381.40
PG426 6	B1135 Watering Farm Bend	4	£129,560	£518,240	£20,289.0 2	2	-2	£259,120.0 0	£279,409.02	£238,830.98
PM29 74	A149 / A1062 – Potter Heigham	7	£129,561	£906,927	£2,118.83	1	-6	£129,561.0 0	£131,679.83	£775,247.17
PG430 7	New Rackheath - Salhouse Road	4	£109,151	£436,604	£760.79	0	-4	£0.00	£760.79	£435,843.21

APPENDIX E- Funding and proposed allocations

		2017/18			2018/19			2019/20			2020/21		
		Allocation (£m)		Budget (£m)	Allocation (£m)		Budget (£m)	Allocation (£m)		Budget (£m)	Allocation (£m)		Budget (£m)
		DfT (needs based)	Other (competitive)	NCC	DfT (needs based)	Other (competitive)	NCC	DfT (needs based)	Other (competitive)	NCC	DfT (needs based)	Other (competitive)	NCC
Structural maintenance	Structural/Routine/Bridge Maintenance	25.459		35.333	23.043		30.469	23.043		30.829	23.043		32.449
	NCC reserves		0.180										
	DfT Challenge fund		4.193										
	DfT Incentive fund		2.384			4.799			4.799			4.799	
	LEP/LGF					0.070			0.230			0.150	
	Detrunked Roads	Inc. above		Inc. above	Inc. above		Inc. above	Inc. above		Inc. above	Inc. above		Inc. above
	DfT Pothole funding		2.476			1.616			1.616			1.616	
Integrated transport (highway improvements)	Integrated Transport	4.141		1.600	4.141		1.300	4.141		1.300	4.141		1.300
	NDR contribution			1.900			1.900			1.700			
	Totals	29.600	9.233	38.833	27.184	6.485	33.669	27.184	6.645	33.829	27.184	6.565	33.749

APPENDIX F- Funding

1 Local Growth Fund

LGF funding became available from April 2015. This funding is paid directly to New Anglia LEP, with funding awarded to support the objectives of the LEP's Strategic Economic Plan. 'Growth Deal' was announced on 7 July 2014, with further additional funding secured as an expansion of the Deal in January 2015.

Growth Deal funding, termed in this report as Local Growth Fund, is paid directly to New Anglia LEP with decisions on spending ultimately resting with the LEP Board. Both Norfolk and Suffolk County Councils work closely with the LEP and management of the transport stream of LGF is undertaken by the Local Transport Body, made up of Member representatives from the two county councils and a LEP Board Member.

Government has recently introduced a separate funding stream for projects too big to be funded from Growth Deal. For Norfolk, this means projects above £75m. These projects can access funding through competitive bids for local major transport scheme funds. The county council was recently successful in securing money for further development of the Great Yarmouth Third River Crossing through this funding stream. Subject to further DfT approval of the business case, we are hopeful that this will allow us to secure funding through the pot for further scheme development and its delivery. DfT would expect a local contribution of at least 10% towards delivery of such projects.

Local Growth Fund comprises firm allocations in the current year; any future allocations being provisional. We are expecting government to announce further funding to New Anglia LEP in the Autumn Statement, but are unlikely to know if any of this has been allocated to transport schemes until the spring. Within Norfolk the LGF is as follows:

- £4.6m for Attleborough Sustainable Transport Project (2016/-2020/21)
- £2.3m for Thetford Sustainable Transport Package (2016/-2020/21)
- £9m for Great Yarmouth Package (2016/-2020/21)
- £7m for Transport for Norwich (TFN) (formerly NATS)
- £2m for Great Yarmouth Rail Interchange (2017/18 and 2018/19)
- £1m for Lynn Sport Link Road, King's Lynn (2015/16)
- £2m for scheme development work on the 3rd River Crossing Great Yarmouth (2017/18 and 2018/19)
- £2m for Longwater Junction (2015/16-2017/18)

The County council, as part of the Greater Norwich Growth Board, will act as the accountable body for up to £20m of reduced rate prudential borrowing that will be available to developers, in the form of a loan, to help bring forward major infrastructure they are required to deliver to help unlock growth. In addition the County Council will have access to £60m of reduced rate Public Works Loans Board funding to support schemes that have been identified in the Joint Core Strategy

2 Supplementary County Council Funding

Northern Distributor Road (NDR) and Postwick Hub The NDR is currently under construction with an expected a target opening date of December 2017. Postwick Hub was completed and opened in December 2015.

Norwich Western Link Project A report was presented to the EDT Committee at its meeting of 8 July 2016, summarising progress and reporting proposals. Study works are progressing, funded from A47 reserves up to June 2017.

3 Developer Funded Schemes (Section 106 & 278 Agreements, Community Infrastructure Levy-CIL)

Highway schemes are also delivered as a result of planning permissions for development. The County Council has no direct influence on the timing of this expenditure, which is dependent on phasing of developments. There is also no guarantee that any of the obligations or works secured in agreements will come to fruition if, for instance, the planning permission was allowed to lapse and the development did not take place. If development does not come forward the County Council is not obligated to deliver it.

Within the Greater Norwich area the local authorities (Norwich City, Broadland District and South Norfolk Councils) have agreed to pool CIL contributions. Pooled CIL could be used to help bring forward agreed transport infrastructure priorities in the area, and will be reflected in our programme.

Externally funded (eg through development and/or Borough/District Council) highway schemes are tentatively programmed for 2017/18. This is indicative of positive economic activity, and supports the County Councils priority of providing good infrastructure.

Developer funded schemes are identified in Appendix C under “funding source”. Other planning applications may result in further work on the highway in 2017/18.

4 Specific funding bids to Department for Transport (DfT)

Government has increasingly promoted bidding rounds for funding pots. Examples of where the council has been successful in drawing down funding are given below.

- 4a City Cycle Ambition.** At its meeting of 4th November 2013, Cabinet agreed to adopt the updated NATS Implementation Plan. The successful Cycle City Ambition bid (CCA1) was reported, which secured £3.7m of government funding, alongside £1.8M of local contributions. This has supported delivery of schemes comprising the “pink pedalway”, from Norwich Research Park (NRP) and the Norfolk and Norwich Hospital, through the university to the city centre and then out towards Rackheath via Mousehold Heath. This programme of works is substantially complete

A further, successful Cycle City Ambition bid (CCA2) has secured a further £8.427m of government funding. This is enabling delivery of more schemes to extend the Norwich cycling network. As with CCA1, proposals are being reported to the Norwich Highways Agency Joint Committee (NHAC). Specific schemes are listed in Appendix C under “Cycling schemes (Transport for Norwich)”.

- 4b Pinch point funding.** In early 2013 Government invited bids for local pinch point funding. Three bids were submitted and although the national fund was more than twice oversubscribed, the £5.5m bid for the Beacon Park to A143 link road Great Yarmouth was successful. The project was completed on time and budget, within tight restrictions

imposed by the bidding rules. As well as relieving morning rush hour congestion, the scheme will unlock land for up to 1,000 new homes and 15 hectares for businesses and jobs.

4c Local major transport scheme funding (for Great Yarmouth Third River crossing.

The county council was successful in securing local major transport scheme funding from DfT for the Third River Crossing. This will enable further development of the scheme. Subject to DfT approval of funding for further stages of scheme development and delivery, and completion of the statutory processes, delivery could start in 2022. Separate reports will be brought to committee at appropriate stages in the scheme's development. We received £1.08m grant funding from DfT for development work on the scheme up to and including the production of an Outline Business Case by March 2017.

4d Maintenance/incentive challenge fund

In February 2015 we submitted a bid to DfTs "*Maintenance Challenge Fund Tranche 1*" which successfully secured £9.123m funding for a "*Greater Norwich area surface water drainage*" package. This will upgrade key drainage infrastructure, addressing long standing flooding issues across a wide residential and growth area Costessey, Norwich, Thorpe St Andrew, Sprowston, Old Catton and Hellesdon. Works have begun and will complement and support economic growth proposals for north Norwich as set out in the Greater Norwich Joint Core Strategy and the LEP Strategic Economic Plan. They will also reduce future routine maintenance, repairs and emergency callouts to deal with flooding issues before they affect properties. The bid terms require local authority contributions, set out in the table below:

	2015-16	2016-17	2017-18	Total
DfT Funding sought	2	2.93	4.193	9.123
LA contribution - reserves	0.22	0.2	0.18	0.6
LA contribution - LTP	0	0.2	0.4	0.6
Total LA contribution	0.22	0.4	0.58	1.2
Total	2.22	3.33	4.773	10.323

We will review the Chancellors autumn statement due 23 Nov 2016 to confirm if any new guidance is given concerning the timing of and details of the 'tranche 2' Challenge Fund. As a self-assessed level 2 local highways authority we received our full DfT incentive fund allocation for 2016-17 of £1.616m. To secure our full incentive funding for 2017-18 of £2.384m we need to achieve a level 3. We have an improvement plan to achieve this and expect to do so

In February 2015 we submitted a bid to the Local Growth Fund (LGF), via the LEP. Although principally for highway improvements in growth areas, the bid also contained structural maintenance schemes on the basis that principal roads serving growth areas must be in good condition to support the local economy. DfT accepted that argument and we successfully secured LGF funding which included £1.5m for structural maintenance. We will repeat this approach with future LEP bids.

APPENDIX G



Department for Transport

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27 November 2015

Dear Colleague,

Spending Round 2015 – Transport Implications

In the Autumn Statement the Chancellor announced a significant level of investment in transport, and I thought it would be helpful to highlight some of the key points from these announcements particularly from a local transport perspective.

Starting with the overall position, the government is building for Britain's future by making the biggest investment in transport infrastructure in generations and will invest £61 billion in transport this Parliament, an increase of 50% (£20.3 billion) compared to the £40.6 billion in the previous Parliament.

Local transport will receive over £12 billion of funding. The Department for Transport is increasing its contribution to the Local Growth Fund (LGF) by £1 billion and will now provide over £6 billion over the next five years to support the LGF. This support includes £475 million of ring-fenced funding for large local transport schemes to help unlock economic growth and housing across the country. Reflecting the long term commitment made at the last spending round, there will be nearly £5 billion for highways maintenance and £1.3 billion for the Integrated Transport Block. The Local Sustainable Transport Fund is being replaced by £580 million of 'access' funding, of which £500 million of capital is embedded within the LGF, and £80 million of revenue sits with DfT. The Chancellor also announced new funding of £250 million for a Potholes Action Fund to improve local roads.

Committing long term funding for local transport networks, buses, cycling and walking is a very good outcome at a time when the Government has needed to make some difficult choices.

Information on local transport funding which you may find of interest is as follows:

Local Highways Maintenance

The Government has reaffirmed the commitment to well-maintained local transport infrastructure by providing nearly £5 billion over the five year period to 2020-21 (£976 million per year). This funding will safeguard the country's largest public asset and we expect local highway authorities to achieve best value for money for the taxpayer and to devote renewed energy and commitment to delivering local roads that are fit for purpose. That is why we are keen to see all highway authorities adopt the tools that are available through the Highways Maintenance Efficiency Programme, and to use the evidence from the highways maintenance self-assessment questionnaires to improve asset management and planning.

The Highways Maintenance Efficiency Programme brings together the public and private sectors to support the transformation of highway services. There is a range of efficiency resources and e-learning available at www.highwaysefficiency.org.uk.

The Chancellor also announced the introduction of a new Potholes Action Fund which will help to reduce the backlog of pot holes on local roads and to promote innovation in highways maintenance. We expect to publish our plans for the use of this fund early next year.

Integrated Transport Block Funding

I am pleased to confirm that the Integrated Transport Block Funding will continue through the Parliament at £258 million each year, allocated as now through formula. This funding of £1.3 billion for local schemes and improvements can make a substantial difference to communities and deliver a strong return for the money that is invested.

Local Growth Fund and Major Infrastructure Schemes

The Government is continuing to devolve power and funding to local areas through the LGF, and the Department for Transport will provide over £6 billion to support the Fund, an increase in our contribution of £1 billion over the Parliament. Further information on the LGF and on Devolution Deals will be provided in due course by my colleagues in the Department for Communities and Local Government (DCLG).

The autumn statement included a ring-fenced aspect of the LGF, of £475 million, for large transport schemes. The intention is that this funding will be used to unlock economic growth and housing across the country, with local areas bidding for capital funding for development and construction of large transport projects that are too big to be funded through regular LGF allocations. As with the Potholes Action Fund, we expect to provide more information on how this fund will work early next year.

Transport Development Fund

We have established a £300 million Transport Development Fund supporting development work for transformative transport infrastructure projects. Details are being worked on, but this may provide an opportunity for local areas to bid for additional resource funding for the development of large transport schemes.

Bus Service Operators Grant

The Government has confirmed that spending on buses through the Bus Service Operators Grant (BSOG) will be protected for the Parliament. The Government recognises the vital role buses play as the backbone of our public transport system and in a healthy growing economy. As well as supporting economic growth, we recognise the vital role they play in supporting social inclusion.

Given this, the Government has decided that financial support for bus services provided through the BSOG system – around £250 million a year - should continue. This will have the effect of preserving over 80 million bus passenger journeys – totalling over 50 million miles - in England every year. As well as protecting the BSOG budget, the Department will be publishing early next year details of how we will be reforming the grant to make it even more effective in supporting bus services.

Cycling and sustainable transport

The Government is committed to its Manifesto pledges to double cycling and make cycling safer, and through this settlement the Department for Transport will be providing £300m for cycling over the life of this Parliament. This includes delivering the £114 million Cycle City Ambition scheme in full, and improving physical activity levels. It also includes maintaining the successful Bikeability programme.

The new £580 million access funding, with £80 million revenue and £500 million capital will aim to build on the legacy of the Local Sustainable Transport Fund (LSTF). As with the final year of the LSTF, the capital element is part of the Local Growth Fund and we will work with our colleagues in DCLG over the coming weeks to provide more clarity about how this will work.

The Government will also provide more than £600 million between 2015 and 2020 to support the development, manufacture and uptake of ultra low emission vehicles in the UK. This represents an increase of at least £100 million over the previous spending review settlement and the commitment in the Manifesto. This settlement means that the UK can continue to provide one of the most comprehensive packages of support for ULEVs across Europe and indeed globally.

Strategic Roads

The Department is investing £15 billion in the Roads Investment Strategy, which triples investment in our strategic road network by the end of the spending review period. It is

the most extensive improvement to roads since the 1970s, adding 1,300 extra lane miles to major roads. It will be underpinned by a new Roads Fund paid for by revenues from Vehicle Excise Duty from 2020-21. An ambitious second Roads Investment Strategy will be published before the end of this Parliament.

Further information

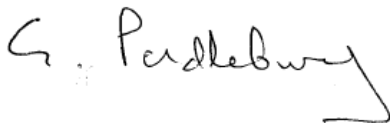
Further details on the Spending Review announcements can be found on the Treasury website at: <https://www.gov.uk/government/organisations/hm-treasury>

I hope you find this summary useful. I am sure you will appreciate that while the detail is continuing to be developed, we are not always going to be able to answer all of the questions that you are likely to have. But if you do have any queries on any of the above please do not hesitate to contact Anthony Boucher, Head of Local Infrastructure Division (020 7944 2149) or your local transport engagement teams at the numbers below and they will be able to assist.

For the Northern Team contact Margaret Jackson (0113 283 6677), for the Midlands and South West Team contact Elizabeth Charlton (0121 678 8726) and for the South East and East Team contact Lee Sambrook (020 7944 6136).

Finally, I know that many of you are involved in developing proposals as part of the Government's wider English devolution agenda. Local transport is a key part of that agenda and we look forward to working with you on effective ways to make that devolution a reality.

Yours sincerely,



Graham Pendlebury
Director
Local Transport

APPENDIX H- National Highways & Transport Network (NHT) Public Satisfaction Survey

2016 KBI & BI Analysis for Norfolk CC

KBI Results



Key Benchmark Indicator (KBI) Results

This table shows your individual satisfaction scores for each KBI, how you compare with the average, where you are ranked against the other County Council authorities taking part in this year's survey and how your results have changed year on year, positive or negative (colour coded green for improving and red for declining).

Comparison Group: County Council

	Your Score	Average	Variance	Ranking	Trend
01. General KBI					
KBI 01 - Overall (local)	56	53	3	3	0
KBI 02 - Overall (national)	56	53	3	3	0
02. Accessibility KBI					
KBI 03 - Ease of Access (all)	76	76	1	11	0
KBI 04 - Ease of Access (disabilities)	71	66	5	2	2
KBI 05 - Ease of Access (no car)	74	71	3	8	2
03. Public Transport KBI					
KBI 06 - Local bus services	62	58	4	5	1
KBI 07 - Local bus services (BVPI 104)	57	57	0	15	-5
KBI 08 - Public transport info (BVPI 103)	48	46	2	11	2
KBI 09 - Taxi/mini cab services	66	64	2	6	0
KBI 10 - Community Transport	58	57	1	12	0
04. Walking/ Cycling KBI					
KBI 11 - Pavements & Footpaths	57	54	3	8	-2
KBI 12 - Pavements & Footpaths (aspects)	59	58	1	11	0
KBI 13 - Cycle routes and facilities	52	51	1	9	-2
KBI 14 - Cycle routes and facilities (aspects)	56	54	2	5	1
KBI 15 - Rights of Way	57	58	-1	22	-1
KBI 16 - Rights of Way (aspects)	52	53	-2	25	0
05. Tackling Congestion KBI					
KBI 17 - Traffic levels & congestion	50	45	4	6	1
KBI 18 - Management of roadworks	53	52	1	10	0
KBI 19 - Traffic management	58	56	2	3	0
06. Road Safety KBI					
KBI 20 - Road safety locally	60	58	2	8	1
KBI 21 - Road safety environment	56	55	1	11	1
KBI 22 - Road safety education	54	53	1	10	1
07. Highway Maintenance/ Enforcement KBI					
KBI 23 - Condition of highways	40	34	6	5	-4
KBI 24 - Highway maintenance	53	51	2	7	-3
KBI 25 - Street lighting	66	63	3	9	4
KBI 26 - Highway enforcement/obstructions	47	48	-1	23	-2

Explanation of column headings:

Your Score - Your % satisfaction score this year

Average - The average % satisfaction score for County Council participants in this year's survey

Variance - The difference between your satisfaction score and the Average satisfaction score

Ranking - Where you rank out of the County Council Authorities taking part in this year's survey

Trend - Change in your satisfaction score between this year and last year

Environment Development and Transport Committee

Item No.

Report title:	Colney Bowthorpe Bridge Link
Date of meeting:	27 January 2016
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services

Strategic impact

“Good infrastructure – We will make Norfolk a place where businesses can succeed and grow. We will promote improvements to our transport and technology infrastructure to make Norfolk a great place to do business.”

Sub-outcomes are:

A good transport network and journey times. The transport network underpins the local economy and enables people to access to jobs, learning and essential services.

As such, this infrastructure improvement associated with new housing at Bowthorpe and expansion of the Norwich Research Park, will reconnect two existing public rights of way through the construction of a bridge, enabling a direct route to be used for journeys to work on foot and by bicycle, and enabling improved access to the existing Yare riverside path.

Executive summary

This report sets out the background to the Colney Bowthorpe Bridge Link project, funded by the Greater Norwich Infrastructure Investment Fund (CIL), and why there is a need to make a compulsory purchase order (CPO).

Recommendations:

Members are recommended to:

- **Authorize the making of a CPO pursuant to section 226(1)(b) of the Town and Country Planning Act 1990 and section 13 of the Local Government (Miscellaneous Provisions) Act 1976 to enable a footbridge to be constructed over the River Yare at Colney so as to link two existing public rights of way and**
- **To delegate to the Executive Director of Community and Environmental Services the power to determine the precise boundaries of the land to be included in the CPO and the extent of the rights in the land sought to be acquired.**

1. Proposal

- 1.1. The main element of the project involves the construction of a new footbridge across the River Yare which will provide a link from Bowthorpe Southern Park (land owned and maintained by Norwich City Council) to an area of land to the south of the river at Colney within South Norfolk Council where the land ownership is unknown.

- 1.2. The route has historic importance as it is a former drover route. It is designated as a public footpath on the northern bank (Norwich FP3) however on the southern bank it is designated as a bridleway (Colney BR2). The latter designation continues over to the river frontage on the north bank. The route is currently little used as the original bridge fell into disrepair and it is believed that just after the 2nd World it was swept away in a flood event.
- 1.3. The project is part of a series of improvements to green spaces in Bowthorpe associated with the housing expansion at Three Score. Reconnecting the two public rights of way through the construction of a bridge, will enable a direct route to be used for journeys to work on foot (large numbers of Bowthorpe residents work at the research park/hospital). It will improve access to Bowthorpe Southern Park for workers at the research park and will enable the existing riverside path along the river Yare (part of the Yare Valley walk) to be accessed more easily.

1.4. The need for CPO

Strenuous efforts have been made to ascertain relevant land ownership (refer to 5. Background Section below).

The County Council has the power under section 226(1)(b) of the Town and Country Planning Act 1990 to compulsorily acquire land where needed for the proper planning of an area. Under section 13 of the Local Government Act (Miscellaneous Provisions) Act 1976 the Council can acquire rights over land rather than the full freehold interest. In this case it is proposed to acquire:

- the freehold of a small section of river and of a small piece of land on the south side of the river bank, where the bridge will be constructed (shown coloured red on the plan in Appendix 1)
- rights of access for bridge construction and maintenance purposes over the track (shown coloured blue on the plan in Appendix 1).

- 1.5. It is recommended that the precise boundaries of the CPO land are determined by the Executive Director of Community and Environmental Services as well as determining the description of the rights that are to be acquired.
- 1.6. The test the Secretary of State applies in deciding if a CPO should be confirmed (and one which a local authority should apply when considering making a CPO) is that of a compelling case in the public interest. This test is considered to be met in this case. The land shown coloured red and blue on the attached plan is required to deliver the bridge project. That part comprising the river is needed for the bridge itself (in red). That part comprising the track to the B1108 will be needed for access to the bridge for maintenance purposes (in blue). Any CPO interferes with the human rights of those with an interest in the land. Where the “compelling case” test is met, any such interference is considered to be proportionate and lawful.

2. Evidence

- 2.1. This project was approved by the Greater Norwich Growth Board in November 2015 as part of the Greater Norwich Annual Growth Programme for 2016/17, recognising the project as one “essential to the delivery of planned growth” in the area. The project contributes to meeting the Joint Core Strategy Objectives 7, 9 and 11, promoting greater use of sustainable modes of transport, encouraging

the development of healthy and active lifestyles, and providing better access to river valleys.

- 2.2. The provision of the link compliments a number of Norfolk County Council projects and strategies, including the 'Pushing Ahead' Project which promotes active travel initiatives to maximize the use of the current and planned investment into infrastructure for walking and cycling, the emerging Cycling and Walking Strategy, and the Rights of Way Improvement Plan (2007 – 2017).

3. Financial Implications

- 3.1. The CPO process will involve legal costs of about £1,500 and administrative costs of about £2,000 (principally the costs of various statutory notices).

The costs will be met from the project budget. Budget approval for £150,000 from the Greater Norwich Infrastructure Investment Fund was given by the Greater Norwich Growth Board in 2015 for expenditure in 2016/17. A further £11,000 of Section 106 monies was secured from development in Bowthorpe and additional funding of £15,000 has been offered by the Environment Agency to secure benefits for biodiversity.

- 3.2. Expenditure to date has covered:
 - Engineering, landscape and project management fees,
 - Topographical, tree and ecology surveys
 - Planning application fees
 - Emergency works to river bank
- 3.3. In line with the partnership funding arrangement, Norwich City Council are working in collaboration with Norfolk County Council and South Norfolk Council on this project. Recently the Environment Agency became partners, contributing additional funding to enable the construction of biodiversity enhancements including the creation of a refuge for juvenile fish and a new connection to the river via a spillway.

4. Issues, risks and innovation

- 4.1. As the land in question is in unknown ownership it is not anticipated that a landowner will come forward to object. (It is only a landowner objection that would trigger a public inquiry). It is not anticipated either that a landowner will come forward to claim compensation at the end of the CPO process.

5. Background

- 5.1. Norwich City Council owns the northern half of the River Yare where the new bridge is to go, and the land on the northern bank where the bridge will land. The southern half of the River Yare where the bridge is to be provided is in unknown ownership. The strip of land leading from the B1108 to the bridge crossing point (and which comprises the bridleway already referred to) is similarly in unknown ownership. The project has been reported on a monthly basis to the Greater Norwich Growth Board who were made aware of the land ownership issue in Spring 2016. Since that time strenuous efforts have been made to ascertain relevant land ownerships and discussions have taken place with officers from the

County Council, South Norfolk Council and NP Law to discuss the most appropriate course of action.

- 5.2. Land registry searches have not shed any light on the ownership of the area in question. Norwich City Council own the Bowthorpe Southern Park with their land ownership area extending to the centre line of the river which also demarcates the administrative boundary with South Norfolk Council. The land registry searches confirmed the boundaries of the two properties that lie adjacent to the strip of land (see Plan 1 in Appendix 1) that accommodates the Bridleway Colney BR2 and forms the unknown land in question.
- 5.3. In addition to land registry searches, extensive inquiries have subsequently been made via a number of routes to try to ascertain land ownership. They include asking local residents, the Parish Council, contacting other known land owners in the area and a review of historic records. Notices were also placed on site and an advert was placed in the Eastern Daily Press to satisfy the planning application requirements.

Officer Contact

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

Officer name : David White **Tel No. :** 222058

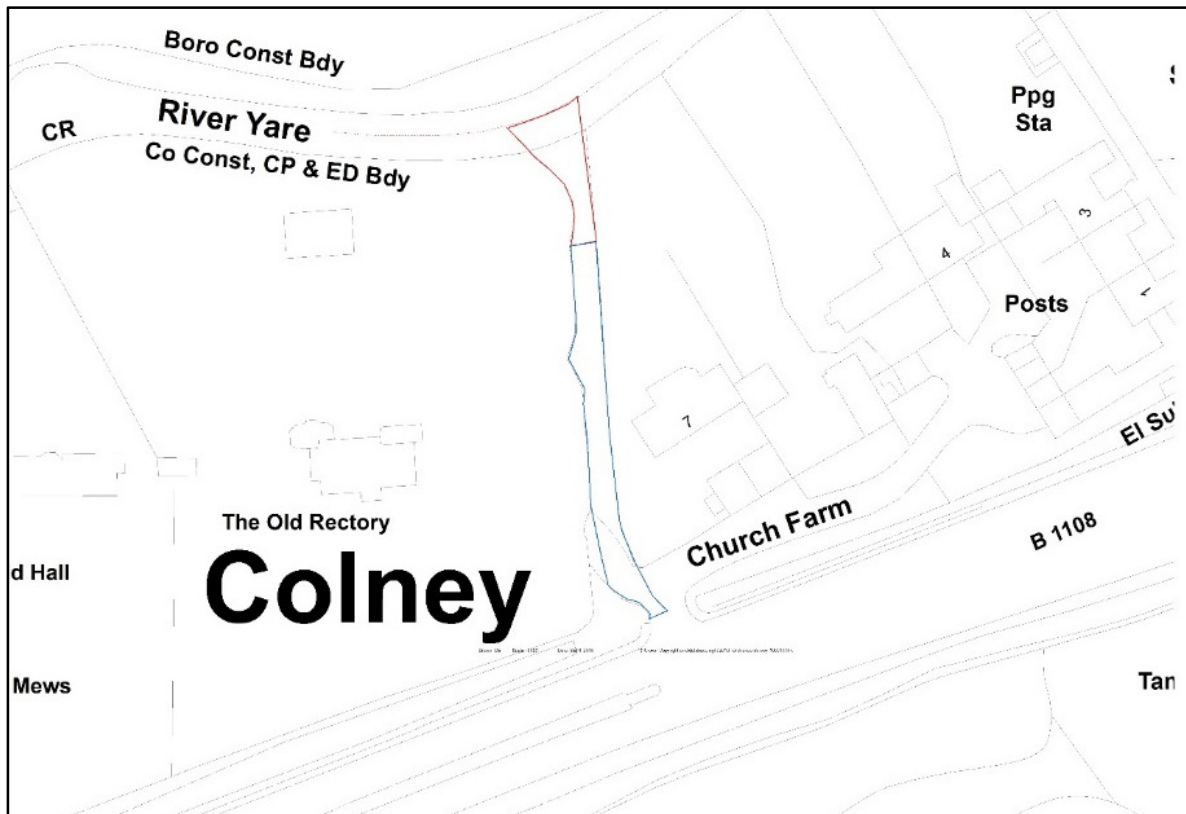
Email address : david.white.etd@norfolk.gov.uk



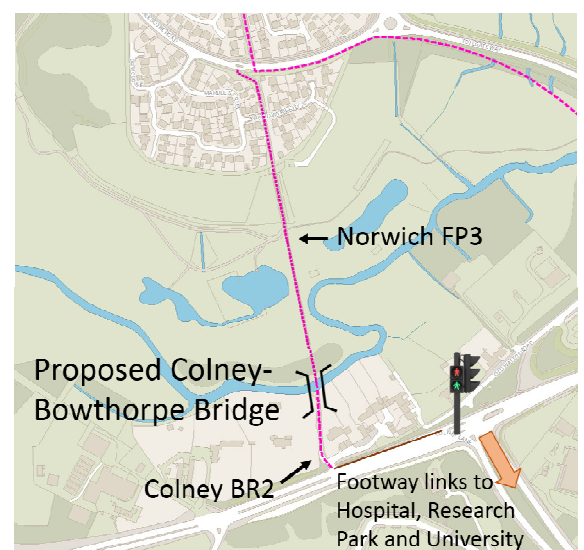
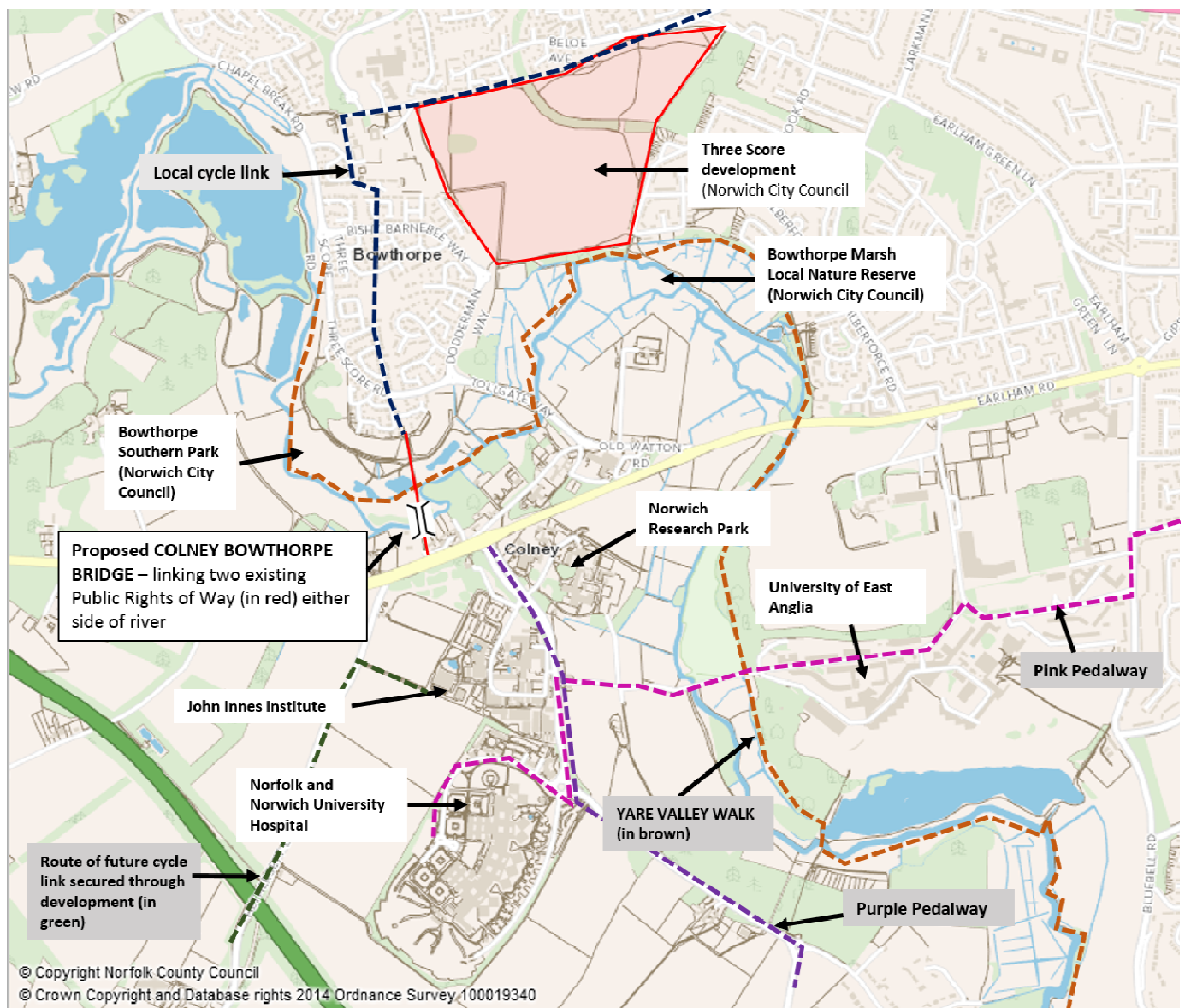
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Appendix 1: Bowthorpe – Colney Link Project (plans)

Plan 1 (below) showing the small section of river and a small piece of land on the south side of the river bank, where the bridge will be constructed (shown coloured red) and the rights of access for bridge construction and maintenance purposes over the track (shown coloured blue). The adjoining properties are also shown.



Plan 2 (below) showing the location of the bridge in context of local infrastructure



Environment, Development and Transport Committee

Item No.

Report title:	Recommendations of the Greater Norwich Development Partnership (GNDP) Board
Date of meeting:	27 January 2017
Responsible Chief Officer:	Tom McCabe, Executive Director, Community and Environmental Services
Strategic impact Working in partnership across Greater Norwich will help to deliver infrastructure and jobs.	

Executive summary

At the 8 July 2016 meeting, EDT Committee agreed to support the re-establishment of the Greater Norwich Development Partnership (GNDP) Board and appoint three Members to serve on it. The GNDP Board oversees the production of the Greater Norwich Local Plan (GNLP) for Broadland, Norwich and South Norfolk. The Board is not a decision making body and its recommendations are considered by each of the partners. While the plan making responsibility remains with the district councils, in the spirit of partnership, the County Council will endorse the recommendations of the Board as appropriate. This helps us discharge our responsibilities under the “duty to co-operate” and demonstrates unity of purpose, supporting the delivery of economic growth and infrastructure in the Greater Norwich area.

The second meeting of the re-established GNDP Board took place on 14 November 2016. The Board agreed to modify their terms of reference to allow public questions.

The Board considered a progress report on the [Greater Norwich Local Plan \(GNLP\)](#). The Board noted progress made on the GNLP, agreed the next steps for plan preparation and provided early views on key issues and themes to be considered through the Plan. At this early stage there are no specific recommendations from the Board that require endorsement although Members may also wish to comment on any of the key issues and themes.

Recommendations

Members agree to:

- **Note progress on the production of the Greater Norwich Local Plan.**

1. Proposal

- 1.1. The Greater Norwich Development Partnership (GNDP) Board oversees the production of the Greater Norwich Local Plan (GNLP) for Broadland, Norwich and South Norfolk. The Board is not a decision making body and its recommendations are considered by each of the partners. While the plan making responsibility remains with the district councils, in the spirit of partnership, EDT Committee will endorse the recommendations of the Board as appropriate. This helps us discharge our responsibilities under the “duty to co-operate”, required under the Localism Act 2011, and demonstrates unity of purpose, supporting the delivery of economic growth and infrastructure. The County Council is represented on the

- 1.2. The second meeting of the re-established GNDP Board took place on 14 November 2016. The Board agreed to modify their terms of reference to allow public questions.
- 1.3. A number of different strands of work being progressed for the Greater Norwich Local Plan and are described in sections 3 to 8 of the GNDP report (linked above). The main issues are set out below with a brief summary of the feedback from GNDP board members. Official minutes of the meeting will be published in due course. The GNDP report also includes minor revisions to the partnership's Terms of Reference (section 9) and Next Steps for the GNLP (section 10).
- 1.4. GNDP Board Members were very keen to stress that the plan should have a significant focus on both local and strategic infrastructure and that it should reflect any progress on the Norwich Western Link.
- 1.5. The Board considered draft Local Plan objectives and asked for them to be revisited and rewritten to make them more sharply focused, with a greater emphasis on infrastructure provision and delivery of sites.
- 1.6. The Progress Report outlines the response to the GNLP "Call for Sites" exercise. Over 500 prospective sites have been submitted totalling about 3,850 hectares of land for housing, retail and commercial uses, mixed use development and open space. Significantly more land has been proposed than will be required to meet the objectively assessed need for new homes in the area by 2036 as set out in the Central Norfolk Strategic Housing Market Assessment (SHMA). Board Members made it clear that officers should not restrict their considerations to the sites that have been submitted and should seek out sites which can help to deliver strategic objectives. Members also emphasised that there is a need to ensure there is sufficient land for employment as well as housing.
- 1.7. The progress report provides a high-level, preliminary assessment of the potential for strategic-scale growth (1000 dwellings plus) at 22 locations across Greater Norwich. Further work is anticipated to refine the analysis and identify potential locations for smaller scale growth in the light of ongoing evidence gathering. Members requested that when the next stage of analysis is undertaken it should be more forward thinking. This includes taking greater account of the impact of planned and potential infrastructure, in particular the completed NDR, the Long Stratton By-pass and (as noted above) any progress on the Norwich Western Link.
- 1.8. As part of a discussion on the outcome of stakeholder workshops held earlier in the year, the Board requested that a paper on whether the GNLP should retain a Norwich Policy Area (NPA)^[1] should be considered at a GNDP meeting to be arranged in January (subsequently arranged for 30 January 2017). Members agreed the criteria to be covered should include: economic development including Travel to Work and commuting issues; infrastructure provision; meeting housing needs including consideration of the SHMA; the strategic role of the NPA given that the GNLP includes site allocations; land supply; housing delivery; accessing funding; assessing windfall planning applications; and appropriate NPA boundaries if retained. The Board emphasised that the report should be a technical and evidence based.
- 1.9. At this early stage there are no specific recommendations from the Board that require endorsement. This report keeps Committee informed of progress on this key Greater Norwich partnership activity and Members are asked to note progress

^[1] The **Norwich Policy Area** is defined in the current adopted Joint Core Strategy for planning purposes as "Part of the county which is centred on and strongly influenced by the presence of Norwich as a centre for employment, shopping and entertainment, generally comprising the fringe and first ring of large villages around the city of Norwich, but extending to Long Stratton and Wymondham". The NPA is the same as the NATS area.

on the production of the Greater Norwich Local Plan. Members may wish to comment on key issues and themes for the plan.

- 1.10. Further information on the GNDP Board, including the full set of Board papers, and the emerging Local Plan can be found at <http://www.greaternorwichgrowth.org.uk/planning/greater-norwich-local-plan/>

2. Financial Implications

- 2.1. There are no direct financial implications. Staff support is managed through existing resources.

3. Issues, risks and innovation

- 3.1. There are no other significant issues that arise from this decision. This kind of partnership remains innovative.

4. Background

- 4.1. The County Council has been working successfully in partnership across the Greater Norwich area for a number of years through the previous incarnation of the Greater Norwich Development Partnership and through the Greater Norwich Growth Board. Working in partnership has helped bring significant investment for infrastructure to the area.

Officer Contact

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

Officer name : Phil Morris

Tel No. : 01603 222730

Email address : phil.morris@norfolk.gov.uk



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Environment, Development and Transport Committee

Item No.

Report title:	Forward Plan and decisions taken under delegated authority
Date of meeting:	27 January 2017
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact The Committee Forward Plan sets out the items/decisions programmed to be brought to this Committee for consideration in relation to environment, development and transport issues in Norfolk. The plan helps the Committee to programme the reports and information it needs in order to make timely decisions. The plan also supports the Council's transparency agenda, providing service users and stakeholders with information about the Committee's business. It is important that there is transparency in decision making processes to enable Members and the public to hold the Council to account.	

Executive summary

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

Each of the Council's committees has its own Forward Plan, and these are published monthly on the County Council's website. The Forward Plan for this Committee (as at 6 January 2017) is included at Appendix A.

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

Recommendations:

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

1. Forward Plan

- 1.1. The Forward Plan is a key document for this committee in terms of considering and programming its future business, in relation to environment, development and transport issues in Norfolk.
- 1.2. The current version of the Forward Plan (as at 6 January 2017) is attached at Appendix A.
- 1.3. The Forward Plan is published monthly on the County Council's website to enable service users and stakeholders to understand the planning business for this Committee. As this is a key document in terms of planning for this Committee, a live working copy is also maintained to capture any changes/additions/amendments identified outside the monthly publishing schedule. Therefore, the Forward Plan attached at Appendix A may differ

slightly from the version published on the website.

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

2. **Delegated decisions**

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

Subject: **Petition asking for the plans to introduce more double yellow lines on Browick Road, Wymondham, to be stopped, and alternative measures taken**

Decision: Response sent to the petition organiser to tell them that some amendments have been made to the proposed changes to the parking restrictions on Browick Road. There will be a further public consultation on these changes. Also informed the petition organiser that we will not be progressing the traffic calming, pedestrian crossing, or the alterations to the footway at Elm Terrace they suggested.

Taken by: Executive Director of CES, in consultation with the Chair and Vice Chair of EDT Committee and the Local Member (Cllr Joe Mooney)

Taken on: 8 November 2016

Contact for further information: Gary Overland, Highway Engineer
Email gary.overland@norfolk.gov.uk
Phone 0344 800 8020

Subject: **Petition asking for consideration of high risks of incidents/accidents likely to occur at South Beach Road, Heacham, due to inconsiderate and dangerous parking. The petition also requested double yellow lines and bollards/barriers to stop vehicles being wholly/partly parked on the pavement.**

Decision: Response sent to the petition organiser letting them know that South Beach Road has a good safety record and therefore is not a priority for funding allocation. Acknowledged parking issues, which are seasonal, but there is no record of access issues, therefore yellow lines and bollards/barriers will not be progressed. Suggested making contact with Parish Council and Police about enforcement if vehicles are causing an obstruction.

Taken by: Executive Director of CES, in consultation with the Chair and Vice Chair of EDT Committee and the Local Member (Cllr Michael Chenery)

Taken on: 8 November 2016

Contact for further information: Sally Bettinson, Highway Engineer
Email sally.bettinson@norfolk.gov.uk
Phone 0344 800 8020

Subject: **Petition asking for a roundabout or traffic lights to be installed at the junction of the B1105 and A148 Cherry**

Tree Corner, Fakenham, to address concerns about increased traffic from additional housing and businesses.

Decision: The proposal for a roundabout has been added to the 'long list' of schemes for future consideration.

Taken by: Executive Director of CES, in consultation with the Chair and Vice Chair of EDT Committee and the Local Member (Cllr Tom Fitzpatrick)

Taken on: 9 November 2017

Contact for further information: Steve White, Highway Engineer
Email steve.white@norfolk.gov.uk
Phone 0344 800 8020

Subject: Petition asking for the planning permission for the proposed excavation of West Bilney Woods to be refused.

Decision: Response sent to the petition organiser letting them know that there is not currently a planning application being determined for minerals extraction at West Bilney Woods and therefore it is not possible to take the action being requested. Land in the vicinity of West Bilney Woods (AOS D) is currently included as an area of search for future silica sand extraction within the County Council's Single Issue Silica Sand Review. This petition has been recorded as a duty made representation objecting to AOS D.

Taken by: Executive Director of CES, in consultation with the Chair and Vice Chair of EDT Committee and the Local Member (Cllr Toby Coke)

Taken on: 22 November 2016

Contact for further information: Caroline Jeffery, Principal Planner – Minerals and Waste
Email caroline.jeffery@norfolk.gov.uk
Phone 0344 800 8020

Subject: Submission of the Single Issue Silica Sand Review of the Minerals Site Specific Allocations Plan.

Decision: Agreement to make three minor modifications to the Silica Sand Review and to submit the Silica Sand Review to the Planning Inspectorate for examination. EDT Committee agreed 11 March 2016 to delegate power to the Executive Director to make minor modifications.

Taken by: Executive Director of CES

Taken on: 21 November 2016

Contact for further information: Caroline Jeffery, Principal Planner – Minerals and Waste
Email caroline.jeffery@norfolk.gov.uk
Phone 0344 800 8020

Subject: Petition asking for a 30mph speed limit for the roads in Themelthorpe

Decision: Response sent to the petition organiser with information about information/criteria taken into account in determining

whether speed limits could be suitable. In this case, the roads are not suitable for a 30mph speed limit.

Taken by: Executive Director of CES, in consultation with the Chair and Vice Chair of EDT Committee and the Local Member (Cllr James Joyce)

Taken on: 24 November 2016

Contact for further information: Jon Winnett, Highway Engineer
Email jonathan.winnett@norfolk.gov.uk
Phone 0344 800 8020

3. Evidence

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

4. Financial Implications

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

5. Issues, risks and innovation

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

6. Background

N/A

Officer Contact

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

Officer name : Sarah Rhoden

Tel No. : 01603 222867

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



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

Forward Plan for EDT Committee

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Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
Meeting : Friday 27 January 2017			
Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on	None	To receive feedback	Members
Update from Economic Development Sub Committee	None	To note	Acting Assistant Director Economic Dev and Strategy (Vince Muspratt)
Finance Monitoring report	None	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
2017-18 Budget and Medium Term Financial Planning 2017-18 to 2019-20	All Service Committees will consider a report in January	To consider the outcomes of the public consultation on proposals for 2017/18.	Finance Business Partner (Andrew Skiggs)
Recommendations of the Greater Norwich Partnership Board	No	To consider any recommendations from the September meeting of the GNDP Board. This will be the first meeting of the re-constituted Board and it will be considering a report on the early stages of the development of the Greater Norwich Local Plan.	Principal Planner (Phil Morris)
Flood & Water Management Team Funding Policy	None	To consider and adopt a Funding Policy for the Flood & Water Management Team which sets out an	Flood & Water Team Manager (Graham Brown)

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Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
		evidenced and risk based approach to responding to community flood mitigation needs.	
Highway capital programme and Transport Asset management Plan (TAMP)	None	To approve the highways capital programme/funding, and some changes to the Transport Asset Management Plan.	Head of Highways (Nick Tupper)
Infrastructure improvement priorities	None	For the committee to consider and agree key infrastructure improvement priorities for Norfolk	Major Projects Manager (David Allfrey) and Infrastructure & Economic Growth Manager (Tig Armstrong)
Appointment of Members to Outside Bodies - Norfolk Windmills Trust	None	To appoint a Member to replace Cllr Brian Hannah on the Trust	Managing Director (Wendy Thomson)
Broadband and Mobile Phones – update from Member Working Group	Link to Economic Development Sub-Committee	To note the work of the Member Working Group.	Chair of the Working Group (Cllr Marie Strong)
Forward Plan and decisions taken under delegated authority	None	To review the Committee's forward plan and agree any amendments/additions and to note the decisions taken under delegated authority	Business Support and Development Manager (Sarah Rhoden)
Review of pipeline of contracts within the Environment, Development and Transport Service	None		Head of Procurement (Al Collier)

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Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
Committee's purview			
Report on the Colney Bowthorpe Bridge Link project and the need to make a compulsory purchase order	None	To authorise the making of a CPO and to delegate powers to do so to the Executive Director of CES	Senior Green Infrastructure Officer (David White)
Meeting : Friday 17 March 2017			
Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on	None	To receive feedback	Members
Update from Economic Development Sub Committee	None	To note	Acting Assistant Director Economic Dev and Strategy (Vince Muspratt)
Forward Plan and decisions taken under delegated authority	None	To review the Committee's forward plan and agree any amendments/additions and to note the decisions taken under delegated authority	Business Support and Development Manager (Sarah Rhoden)
Buses Bill – update on new legislation	No	Update on the new Buses Bill and potential opportunities and implications.	Assistant Director Highways and Transport (Tracy Jessop)
Highway Parish partnership schemes 2016/17	None	To approve parish/town council bids for small highway improvements	Head of Highways (Nick Tupper)
Meeting : Friday 2 June 2017			

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Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on	None	To receive feedback	Members
Update from Economic Development Sub Committee	None	To note	Acting Assistant Director Economic Dev and Strategy (Vince Muspratt)
Recommendations of the Greater Norwich Partnership Board	None	To consider any recommendations from the September meeting of the GNDP Board. This will be the first meeting of the re-constituted Board and it will be considering a report on the early stages of the development of the Greater Norwich Local Plan.	Principal Planner (Phil Morris)
Better Broadband for Norfolk Programme update	None	None	Programme Director (Karen O'Kane)
Forward Plan and decisions taken under delegated authority	None	To review the Committee's forward plan and agree any amendments/additions and to note the decisions taken under delegated authority	Business Support and Development Manager (Sarah Rhoden)
Risk management	None	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson)
Performance management	Link to Ec Dev Sub-	Comment on performance and	Business Intelligence and

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Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
report	Committee	consider areas for further scrutiny.	Performance Analyst (Austin Goreham)
Finance Monitoring report	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Appointments to internal and external Bodies	None	To agree appointments to internal and external bodies	Head of Democratic Services (Chris Walton)
Norfolk Energy Futures – to consider the NEF business plan and options available	None	To consider the NEF business plan and options available (as required by Committee on 11 November 2016)	Assistant Director Environment & Planning (David Collinson) Head of Budgeting and Financial Management (Harvey Bullen)
Meeting : Friday 7 July 2017			
Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on	None	To receive feedback	Members
Update from Economic Development Sub Committee	None	To note	Acting Assistant Director Economic Dev and Strategy (Vince Muspratt)
Forward Plan and decisions taken under delegated authority	None	To review the Committee's forward plan and agree any amendments/additions and to note the decisions taken under delegated	Business Support and Development Manager (Sarah Rhoden)

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Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
		authority	
Risk management		Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson)
Performance management report	Link to Ec Dev Sub-Committee	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Finance Monitoring report	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Meeting : Friday 15 September 2017			
Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on	None	To receive feedback	Members
Update from Economic Development Sub Committee	None	To note	Acting Assistant Director Economic Dev and Strategy (Vince Muspratt)
Forward Plan and decisions taken under delegated authority	None	To review the Committee's forward plan and agree any amendments/additions and to note the decisions taken under delegated authority	Business Support and Development Manager (Sarah Rhoden)
Risk management		Review and comment on the risk	Chief Internal Auditor (Adrian)

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Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
		information and consider any areas of risk that require a more in-depth analysis	Thompson)
Performance management report	Link to Ec Dev Sub-Committee	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Finance Monitoring report	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Meeting : Friday 20 October 2017			
Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on	None	To receive feedback	Members
Update from Economic Development Sub Committee	None	To note	Acting Assistant Director Economic Dev and Strategy (Vince Muspratt)
Forward Plan and decisions taken under delegated authority	None	To review the Committee's forward plan and agree any amendments/additions and to note the decisions taken under delegated authority	Business Support and Development Manager (Sarah Rhoden)
Finance Monitoring report	No	To review the service's financial position in relation to the revenue budget, capital programme and level of	Finance Business Partner (Andrew Skiggs)

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Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
		reserves.	
Meeting : Friday 10 November 2017			
Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on	None	To receive feedback	Members
Update from Economic Development Sub Committee	None	To note	Acting Assistant Director Economic Dev and Strategy (Vince Muspratt)
Forward Plan and decisions taken under delegated authority	None	To review the Committee's forward plan and agree any amendments/additions and to note the decisions taken under delegated authority	Business Support and Development Manager (Sarah Rhoden)
Risk management		Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson)
Performance management report	Link to Ec Dev Sub-Committee	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Finance Monitoring report	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)

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

Regular items	Frequency	Requested committee action (if known)	Lead officer
Update from Economic Development Sub Committee	Every meeting (where the Sub-Committee have met prior)	To note	Assistant Director Economic Dev and Strategy (Fiona McDiarmid)
Forward Plan and decisions taken under delegated authority	Every meeting	To review the Committee's forward plan and agree any amendments/additions and to note the decisions taken under delegated authority	Business Support and Development Manager (Sarah Rhoden)
Performance management	Four meetings each year – May, July, September and November	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	Four meetings each year – May, July, September and November	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson)
Finance Monitoring report	Every meeting	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)

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