

Environment, Development and Transport Committee

Date: 18th September 2015

Time: 10:00 am

Venue: Edwards Room, County Hall, Norwich

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

Membership

Mr R Coke - Chair

Mr R Bird

Dr A Boswell

Mr B Bremner

Mr J Childs

Mr S Clancy

Mr T East

Mr C Foulger

Mr B Iles

Mr T Jermy

Mrs J Leggett

Mr I Mackie

Mr B Spratt

Mr J Timewell - Vice Chair

Mrs C Walker

Mr A White

Mr M Wilby

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

Anne Pickering on 01603 223029

or email committees@norfolk.gov.uk

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A g e n d a

1 To receive apologies and details of any substitute members attending

2 To Agree the Minutes of the Meeting Held on 10 July 2015

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3 Members to Declare any Interests

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

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

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

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

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

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

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

5 Local Member Issues/Member Questions

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk or 01603 223055) by **5pm on Tuesday 15th September.**

6 Update from the previous Economic Development Sub Committee Report by Executive Director of Communities and Environmental Services

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7	Finance Monitoring Report Report by the Executive Director of Communities and Environmental Services	Page 25
8	Rangers Update Verbal Update from Cllr B Spratt.	
9	Moving Towards Zero Waste – Delivering the County Council’s Policies Report by the Executive Director of Communities and Environmental Services	Page 34
10	Recycling Centre Service Review Report by the Executive Director of Communities and Environmental Services	Page 43
11	EDT Strategic Review – Recommendations from the Member Working Group Report by the Executive Director of Communities and Environmental Services	Page 70
12	Re-imagining Norfolk – service and financial planning 2016-19 for EDT Services Report by the Executive Director of Communities and Environmental Services	Page 79
13	Annual Local Levy Setting for the Regional Flood and Coastal Committees Report by the Executive Director of Communities and Environmental Services	Page 95
14	Decisions taken under delegated authority – update Report by the Executive Director of Communities and Environmental Services	Page 101
15	Forward Plan for Environment, Development and Transport Committee Report by the Executive Director of Communities and Environmental Services	Page 103

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: 10th September 2015



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Environment, Development and Transport Committee

Minutes of the Meeting held on 10th July at 10am at County Hall.

Present:

Mr R Coke (Chair)

Mr R Bird	Mr T Jermy
Dr A Boswell	Mrs J Leggett
Mr B Bremner	Mr I Mackie
Mr J Childs	Mr B Spratt
Mr S Clancy	Mr J Timewell (Vice Chair)
Mr T East	Mrs C Walker
Mr C Foulger	Mr A White
Mr B Iles	Mr M Wilby

1 Apologies

Apologies were received from Mr I Mackie (substituted by Mr T Garrod).

2 To Agree the Minutes of the Meeting Held on 15th May 2015.

- 2.1 The minutes of the meeting held on the 15th May 2015 were agreed as a correct record and signed by the Chairman.

3 Declarations of Interest

- 3.1 None

4 Urgent Business

- 4.1 The Chairman brought to the Committees attention the response that had been received from Brandon Lewis MP regarding the Committee's letter about growth, development and health care provision.
The Committee **Agreed** that the response was unacceptable and another letter should be written by the Chairman on behalf of the Committee to Mr Lewis to firmly ask for a thorough response.
- 4.2 The Chairman brought to the Committee's attention that at the recent A47 Alliance meeting it had been mentioned that to ensure that the next phase of A47 projects would immediately follow on from those already agreed (Acle Straight and Tilney to

East Winch sections) a business plan had to be brought and presented to the Minister. The Committee **Agreed** the business plan should be produced.

- 4.3 The Chairman brought to the Committee's attention that with the Northern Distributor Road possibly getting the green light in the next couple of months a report should be produced which would include a business plan for extending the last section of the road to join the A47 to the west of Norwich.
Mr S Clancy proposed, seconded by Mr A White that a report should be produced. This was **Agreed** by the Committee.

5 Local Member Issues / Member Questions

None received.

6. Developing Re-imagining Norfolk

- 6.1 The Committee received the report and presentation (**Appendix A**) from the Executive Director of Community and Environmental Services which set out the strategic direction for the Council which would radically change the role of the County Council and the way it delivered services
- 6.2 During the presentation the following points were made:-
- Although Norfolk County Council was a £1.3bn organisation with tremendous spending power; changes were required to ensure that there would sustained improvement with the departments needing to consider the future budgets in terms of a three year cycle rather year on year.
 - Decisions would need to be made to identify what the priorities were and how to create a more seamless service between departments, district councils and parish councils.
 - A coordinated three year plan needed to be produced that would take into consideration the pressures facing the council and the long term challenge from increasing population of the county, which would lead to the need for further development and in turn would create further pressures for maintenance and sustainability of existing and new developments and infrastructures.
- 6.3 During the discussion the following points were raised:-
- Mr B Iles gave a brief update from the Strategic Review Working Group: Certain services had been identified and agreement that 'salami slicing' had to stop. Advantage needed to be taken of assets that the council had, either to sell these or develop them no matter how small these may be; lots of small assets would add up to a large output.
There would be report coming to meeting in September which would outline the recommendations of the working group.

It was **agreed** that an interim update on the Working Groups progress would be circulated to members of the committee prior to the September meeting.

- The Committee discussed that it would be helpful to receive the same information that had been provided to the working group as background information to inform the decisions that had to be taken in future meetings.

It was **agreed** that an information pack including information on statutory requirements of the service would be circulated to all members prior to the September meeting.

- More needed to be done to invest in the apprenticeship schemes especially in regards to focusing around retirement and care work.
- Concerns were raised around the state of infrastructure around flooding and the disjointed working between the Environmental Agency, local and district councils.
- Concerns were raised regarding the issues surrounding waste and the Chairman advised that the Waste Advisory Group would be looking into proposals to move towards zero waste initiatives.
- Cllr Boswell raised concerns that he felt that more detail was required in the report before agreeing to the recommendations. It would be helpful to receive the figures for an 85% of addressable spend as well as 75% and also figures for council tax increase at 0% and 2%.

6.4 Mr R Coke proposed, seconded by Mrs C Walker that the Committee agree to the recommendations as set out in the report.

The Committee voted 8 votes **For** and 8 votes **Against** and 1 **Abstention**. The chairman cast his deciding vote **For** and the motion was **carried**.

6.5 The Committee **AGREED** to:-

- Note the framework and milestones for delivering Re-imagining Norfolk and the Council's multi-year financial strategy
- the outcomes – or results – that the Committee plans to achieve in its areas of responsibility in pursuit of the Council's priorities.
- Commission executive directors to investigate potential models of 'services for the future', and prepare options of what these services could look like in three years' time, with 75% of addressable spend, for consideration by the Committee in September 2015.

7. Update from the previous Economic Development Sub Committee

7.1 The Committee received the update from the May 2015 Economic Development Sub-Committee meeting.

7.2 The Committee were informed that the apprenticeships scheme was moving forward positively and that the scheme was ahead 1% nationally on recruitment of apprenticeships.

7.3 The Committee noted the report.

8. Better Broadband for Norfolk – 6 Monthly Update

8.1 The Committee received the report from the Executive Director of Community and Environmental Services which outlined the progress made in the delivery of the first Better Broadband for Norfolk contract, and the procurement of the second.

8.2 The Chairman and Committee expressed their thanks for the hard work of Cllr Dr Marie Strong and Karen O Kane on this project.

8.3 In response to concerns raised about road disruptions related to implementation, the project officers informed the Committee that it was unavoidable that there had been some road disruptions to get the cables in but a member from the highways team was working with the project to ensure minimal disruption.

The project has met all its contractual commitments. Overall, approximately 10% of cabinets have been delivered earlier than intended, around 5% that had been delayed and the remainder were delivered on time.

8.4 Norfolk is aiming to meet the Government's target to provide 95% coverage by the end of 2017. Funding has also been ring-fenced so that these properties with access to less than 2 Mbps will have access to be a satellite solution, which will be available via a Government Voucher Scheme that is expected to be available by the end of this year.

8.5 The Committee noted the report.

9. Broadband and Mobile Phones – update from the Member Working Group

9.1 The Committee received the report from the Executive Director of Community and Environmental Services which set out an update from the Broadband, Mobile Phone and Digital Members Working Group in relation to mobile phone coverage in Norfolk.

9.2 In an attempt to provide signal to areas included in the signal black spots a new mast had been proposed to be put up in the Blakeney area, Blakeney Town Council had agreed unanimously to this.

9.3 The Committee noted the progress that had been made and **Agreed** the next update to Committee will be in six months to coincide with the Better Broadband for Norfolk update.

10. Internal and External Appointments

- 10.1 The Committee received the report from the Head of Democratic Services which outlined the outside and internal appointments relevant to the EDT Committee.
- 10.2 The Committee **RESOLVED** to appoint the Members as set out in **Appendix B** of the minutes.
- 11. Norwich Area Transportation Strategy (NATS)/Northern Distributor Route (NDR) update**
- 11.1 The Committee received the report from the Executive Director of Community and Environmental Services which provided an update on progress made so far on NATS ('Transport for Norwich' - TfN) and set out the forward plans for delivery in the short, medium and longer term periods.
- 11.2 Mr T East requested that the report that would come back to the Committee would include blight notice costs, mitigation measures costs and shadow tolling costs. Officers agreed that these points were included in the third recommendation in the report and therefore would be covered in the report to be brought back to the Committee.
- 11.3 The Committee **RESOLVED** to:-
- re-confirm commitments already made in delivering the proposals as part of the NATS Implementation Plan ('Transport for Norwich'), which were updated and agreed by Cabinet in November 2013 and to endorse the projects set out in the report as part of the ongoing commitment to deliver the Transport for Norwich plan. This was required for DfT full approval funding for the NDR.
 - to delegate the Director of CES, in consultation with the Chair and Vice Chair of the Committee, the Executive Director of Finance and Head of Legal, to agree details to be submitted to DfT as part of the Full Approval process.
 - note that a further report will be brought back to members following on from the agreement of the target cost and completion of the Full Approval Process with DfT, to confirm their funding contribution. It should be noted that a special meeting of the Committee will be convened if necessary to align with the construction timescales set out in this report.
- 12. Review of the Norfolk Rights of Way Improvement Plan**
- 12.1 The Committee received the report from the Executive Director of Community and Environmental Services which outlined the review of the Norfolk Rights of Way Improvement Plan.
- 12.2 The Committee **RESOLVED** to endorse the Norfolk Rights of Way Improvement Plan Strategic Review document.
- 13. Norfolk's Local Flood Risk Management Strategy**
- 13.1 The Committee received the report from Executive Director of Community and Environmental Services which sought the recommendation for the draft of the Local Flood Risk Management Strategy and accompanying documentation, following the

previously approved public consultation process and subsequent draft amendments, for its adoption by Full Council.

13.2 The Committee **RESOLVED** to:-

- Recommend the draft Local Flood Risk Management Strategy and the Sustainability Appraisal/Strategic Environmental Assessment, Habitats Regulation Assessment and Equality Impact Assessment for adoption by the Full Council with amendments made following a public consultation.
- Authorise the Executive Director of Community and Environmental Services, in consultation with the Chairman and Vice-Chairman of EDT committee to make any further suggested additions, corrections and non-material changes that are identified prior to the issue of the Local Flood Risk Management Strategy for approval by Full Council.

14. Property Level Protection Grant Scheme

14.1 The Committee received the report from the Executive Director of Community and Environmental Services which outlined the proposed grant scheme which would help install measures at up to 17 eligible properties within the Eastern Regional Flood & Coastal Committee boundaries, flooded during 2014, which would significantly lower their risk of internal flooding.

14.2 The Committee were informed that the Environmental Agency funding was only available for the eastern region due to eligibility criteria.

14.3 The Committee **AGREED** the suggested delivery process for the grant scheme, as detailed in the report.

15. Finance Monitoring report

15.1 The Committee received the report from the Executive Director of Community and Environmental Services which provided the Committee with information on the latest monitoring position for the relevant services from the Community and Environmental Services department, for 2015-16. It provides information on variances from the original budget (revenue & capital), emerging issues and the position on the use of reserves for those services.

15.2 The Committee noted the report.

16. Q4 performance and risk monitoring report

16.1 The Committee received the report from the Executive Director of Community and Environmental Services which reviewed quarter four (January to March 2015) performance results for service areas that were covered by the Environment, Development and Transport (EDT) Committee.

16.2 The following points were raised during the discussion:-

- The average level of waste recycling for the county had increased from 42.8% to 43.22% and concerns were raised that the new materials recycling facility had not helped to improve these levels more.
- Waste levels were expected to increase due to the increasing population/housing growth and managing waste successfully was a joint county council and district council responsibility.
- There was waste analysis being undertaken to look into these concerns but two key areas had already been identified; that different districts within the county had different levels of success and this needed to be investigated and that informing the public was very important to ensure the success of the waste schemes.
- The increase in the recycling rate at our HWRC's to 65.8% was a positive factor that should be noted however other counties had managed to hit 75% and Norfolk should strive to hit this level of recycling in the county.
- In response to a query regarding the decreased accessibility in Ingham and Starston, members were informed that the measure used for this data was a specific measure of need during rush hour.
- In reference to the KSI numbers outlined in the report it was highlighted that a new scheme to reduce all coastal traffic to 40mph was being piloted in our county.
- The Holdall scheme had been very successful in Norwich and nearly 99.8% of buses in Norfolk were now equipped to take smart cards. The goal was to roll out Holdall to the rest of the county and patent the scheme to promote as a possible national project.

16.3 The Committee noted the report.

17. Decisions taken under delegated authority – update

17.1 The Committee received the report from the Executive Director of Community and Environmental Services which provided an update on decisions taken under delegated powers by the Director in consultation with the Chairman and Vice Chairman up to 22 June 2015.

17.2 The Committee noted the update.

18. Forward Plan for Environment, Development and Transport Committee

18.1 The Committee received the report from the Executive Director of Community and Environmental Services which set out the items/decisions programmed to be brought to this Committee for consideration in relation to environment, development and transport issues in Norfolk.

18.2 The Committee Agreed the Forward Plan.

The meeting closed 12:15pm.

Chairman



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Re-imagining Norfolk

Context, opportunities, risks, and performance challenges to inform future scenario planning for environment, development and transport services




Strategy elements

1. **Norfolk's ambitions and priorities** – placing people at the forefront of our plans, making sure everything we do improves their opportunities and wellbeing.
2. **A 'Norfolk public service'** – working with other partners to provide seamless, targeted services designed around people's lives, achieving better outcomes at less cost.
3. **Improving the Council's internal organisation** – more strategic, smaller, able to change swiftly while saving money.




Re-imagining Norfolk

The Council's strategy for change

With public sector partners and Norfolk people, we need to make the case for Norfolk as:

'a great place to live, work and do business'




Our ambition & priorities

- Our **ambition** is for everyone in Norfolk to succeed and fulfil their full potential.
- Our **four priorities** are:
 - Excellence in education
 - Real jobs
 - Good infrastructure
 - Supporting vulnerable people



Their importance



- Our **four priorities** are critical for Norfolk to thrive and ensure people lead independent, fulfilling lives.
- Just as important is for our most **vulnerable residents** to have continued access to community services.
- As the Council works to redesign itself over the next three years, its ambition and priorities will be drawn into a **sharper, sustained focus**. Every decision the Council makes will be set against this strategic framework.

EDT services – now



A new context ...

- Our population is growing and people are living longer
- Demand has long outpaced available resources
- Seen more as a commissioner of services – business like
- Changing expectations and lifestyle – people travel more often and longer distances, greater health and well-being aspirations, 24/7 access, modern family set-ups
- Increased opportunities for independence, including through technology
- Local and personalised solutions

Re-imagining EDT services...

Norfolk's changing picture ...

40 years ago...

- Councils seen as the provider of services
- A series of separate but largely disconnected services, led by demand, need and tradition
- Funding more closely related to need and demand locally and despite protestations at the time, kept pace with need
- Large number of local public service bodies operating primarily independently

Future funding



Looking ahead to 2019:

- Government grant to reduce further
- Planning estimates point to an overall shortfall of £111m over the next three years – equivalent to 15% of our current expenditure
- Agreed to draw up plans for £169m savings – 25% - to give 'headroom' for choices

The need for change



- We simply cannot afford to continue to deliver the same level of services in the same way
- The services of the future need to enable communities to reduce reliance on high cost services
- Increased pressure on infrastructure – more users (growth) and deteriorating condition

Re-designing for less



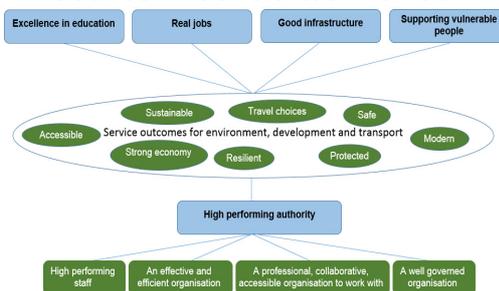
- So we can have choices about the future, we need to re-design services based on having **75% of our current budget** by the end of 2018/19.
- Re-designing is **challenging** – it will mean ‘letting go’ of traditional ideas about service delivery (so helpful to think first about the outcomes or results we want to achieve...)

Transformation so far



- Significant change has already taken place ...
 - Highway Rangers service
 - Part night lighting and LEDs
 - Significant partnership and collaborative working – e.g. New Anglia LEP
 - Re-procurement of key contracts has delivered significant savings e.g. park and ride cost neutral
 - Different ways to generate income – France (Channel) England, Hethel, Scotow
 - Apprenticeships programme
- But we need a more radical redesign based on agreed outcomes to get us where we need to be

Proposed outcomes – or results – to be achieved



Re-imagining timetable



- Re-imagining Norfolk will be a multi-year strategy, backed up with sound financial plan
- By October - high level three-year strategy setting out how the Council intends to meet future challenges
- Specific spending plans for 2016/17 worked up through committees during November, December and January
- The full strategy and year one budget signed off by Full Council in February 2016

Appendix B

Environment, Development and Transport and Economic Development Sub Committee Committees/Boards

1. Norfolk Local Access Forum – 3

1 Labour - Julie Brociek-Coulton
1 Conservative - Ian Monson
1 UKIP - Stephen Agnew

This is a statutory body.

2. RAF Coltishall Community Liaison Reference Group (6)

Chairman of Economic Development Sub Committee
Vice Chairman of EDT Committee
Local Members for the Divisions of Aylsham, Hoveton & Stalham, South Smallburgh, Wroxham

3. Scottow Enterprise Park Member Working Group

7 Members plus leader of the council (Ex officio)

4. Norfolk Waste Partnership Strategic Management Board (2)

Chairman and Vice Chairman EDT Committee (Cllrs Coke and Timewell)

5. Joint Road Casualty Reduction Partnership Board (4)

A partnership that brings together appropriate public, private and voluntary sector commissioner and provider organisations in Norfolk to reduce the number and severity of road traffic casualties on roads in Norfolk, and to increase public confidence that all forms of journeys on roads in the county will be safe.

The Partnership Board requires a member from the following Committees

EDT

Children's
Communities Committees
Health and Well-Being Board

Judy Leggett was appointed to represent the EDT Committee on the Partnership

6. Tenants' Advisory Board (East) – 2

1 Conservative - Beverley Spratt

1 UKIP - Stephen Agnew

7. Tenants' Advisory Board (West) – 2

1 Conservative – Tony White

1 UKIP - Toby Coke

Part B

Environment, Development and Transport Committee Outside Bodies

1. Wash and North Norfolk Coast European Marine Site Management Scheme (2)

David Collis

Brian Long

Sub – Tony White

The scheme coordinates management by the relevant authorities of the Wash and North Norfolk Coast European Marine Site. The Management Group, which includes representatives from several 'relevant authorities' including the County Council, produces and manages a Management Plan, a statutory requirement.

2. Norwich Urban Fringe Project Advisory Panel (1)

Margaret Dewsbury

The Fringe Project is a local authority, partnership funded, countryside management project, covering a 4-mile radius around Norwich. Their overall aim is to work with local communities to look after and manage the countryside on their doorstep. Whilst this is not a statutory Panel and the County Council does not fund the partnership any more, a new delivery model is being considered by the employing Authority (Norwich City Council). A Decision is still pending. One option is that the Fringe may be an appropriate vehicle for maintaining Green Infrastructure for the GNDP.

3. Norfolk Coast Partnership (2 plus 2 substitutes)

Marie Strong (Sub Richard Bird)

John Dobson (Jason Law sub)

The role of the Partnership Forum is to bring together the perspectives of many organisations through a representative system, to develop policy for the Partnership and to develop, review and implement the AONB Management Plan, the production of which is a statutory requirement.

4. King's Lynn Conservancy Board (1)

David Collis

The Statutory port, harbour and pilotage authority for Kings Lynn.

5. Marriott's Warehouse Trust (Green Quay) (1)

David Collis

The Green Quay is an Independent Registered Charity and its partners are Natural England, RSPB, Wash Estuary Strategy Group, Norfolk County Council and Borough Council of King's Lynn and West Norfolk. The key objectives of the Green Quay are to inform and educate both schools and general public about the Wash, Fens.

6. Great Yarmouth Car Parking Strategy Steering Group (2)

No appointment

The Car Parking Strategy Steering Group is a working group. The Borough Council provides the Chairman for the steering group. The Group discusses car parking issues from across the Borough which also includes Resident's Parking Zones, Car Parks, residential parking etc.

7. Environment Agency

(a) Anglian (Eastern) Regional Flood and Coastal Committee (2)

Mick Castle
Richard Bird

The RFCC is a committee established by the Environment Agency under the Flood and Water Management Act 2010 that brings together members appointed by Lead Local Flood Authorities (LLFAs) and independent members with relevant experience.

(b) Anglian (Central) Regional Flood & Coastal Committee (1)

Brian Long

8. Broads Authority (2)

Nigel Dixon
John Timewell

9. Norfolk Windmills Trust (3)

James Joyce
Fred Agnew
Brian Hannah.

The above 3 Members have been appointed for a period to run from 1st May 2014 until 30th April 2019.

10. Caistor Roman Town Joint Advisory Board (1)

Roger Smith

Management and Development of Caistor Roman Town.

11. A47 Alliance (5)

Chairman of EDT Committee (Toby Coke)

Mick Castle

Tim East

William Richmond

Mark Kiddle Morris

The A47 Alliance brings together local authorities, MPs, Local Enterprise Partnerships, businesses and other stakeholders to secure improvements to the A47. The Alliance is led by Norfolk County Council but covers the A47 from Great Yarmouth to the A1 just west of Peterborough.

12. Norfolk Flood and Water Strategic Forum (1) - Toby Coke

13. Norfolk Strategic Planning Member Forum (1) – Mike Sands

Member Champions

Cycling and Walking – Hilary Cox

Historic Environment – Brian Watkins

Environment, Development and Transport Committee

Item No. 6

Report title:	Update from the previous Economic Development Sub Committee
Date of meeting:	18 September 2015
Responsible Chief Officer:	Tom McCabe – Executive Director of Communities and Environmental Services
Strategic impact The Chair of the Environment Transport and Development (EDT) committee requested an update for each meeting on the issues and actions from the Economic Development Sub-Committee (EDSC). This report summarises those of the 13 July 2015 EDSC meeting.	

Executive summary

At their May 2015 meeting, the key issues EDSC discussed were:

- Member working group updates
- Internal and external appointments
- Scottow Enterprise Park update
- Economic opportunity in North West Norfolk – task and finish group scoping
- East Anglia Rail Franchise
- The finance & performance report
- The forward plan for the sub-committee

Recommendations:

Members to note the update and actions from the July 2015 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. Member working group updates

Norfolk, Suffolk, Essex China Partnership

Mrs C Walker informed the Sub-Committee that the next meeting of the Norfolk, Suffolk, Essex and China Partnership was due to be held on 18 August.

Mrs C Walker also reported that she had been to a meeting at the House of Commons with Mr D Dukes, organised by EEEGr (East of England Energy Group) to raise the profile of the energy sector in our area with ministers and civil servants. The new decommissioning facility at Great Yarmouth, which the County Council had supported, was also announced.

In response to a comment from Mr S Clancy about the need to lobby for the third river crossing in Great Yarmouth, she reported that the Chair of the LEP, Mark Pendlington, had offered to support the business case for the Crossing and

would attend an all-party meeting with the minister responsible – to be requested.

Mr Clancy proposed, seconded by Mrs C Walker that the Chair write to the LEP and to Brandon Lewis MP to show that the Norfolk County Council Economic Development Sub-Committee supported this important issue and to help gain support from the local MP. This was **Agreed** by the Committee.

2.2. **Internal and external appointments**

The Committee received a report from the Head of Democratic Services which outlined the outside and internal appointments relevant to the Economic development Sub-Committee. These were **Agreed**.

2.3. **Scottow Enterprise Park Update**

The Sub-Committee received a report regarding discussions that were taking place concerning the formation of a heritage trust at the Park. This would be an independent trust that would lease heritage assets from Norfolk County Council to then run. The Sub-Committee **agreed** that, in the event a Charitable Heritage Trust is formed, the Sub-Committee would wish to nominate three representatives to act as Trustees and representatives of the Council. The Scottow Working Group should nominate these representatives.

Mr J Timewell, as Chairman of the Scottow Working Group, raised a query about the detailed process for agreeing contracts and leases for the Scottow Enterprise Park. The Committee noted the current decision making processes, including the type of decisions that would be made by the Economic Development Sub Committee.

The Sub-Committee heard that all the significant assets at the Scottow Enterprise Park were being used. Three of the hangars were being used as storage and one was being used by a manufacturing company. The runway was being well used on a regular basis and that the Enterprise Park was in a good place financially.

2.4. **Economic Opportunity in North West Norfolk**

The Sub-Committee received the report from the Executive Director, Community and Environmental Services which outlined the proposed approach for the new task and finish group.

The Sub-Committee were informed that officers for the working group still had to be agreed; an invitation to Mr M George from King's Lynn and West Norfolk had been made and the Borough Council was considering who to put forward to work with the group. Mr J Socao and Miss M Burdett from North Norfolk Council had agreed to participate.

Mr S Clancy suggested that the Chairman of the working group approach the LEP (Local Enterprise Partnership) for an appointee as this would be helpful.

Members discussed how this group was crucial for creating a framework that could be used in other areas of the county.

The Sub-Committee **Agreed**:

That the proposed list of officers and Members to be involved in the new task and finish group would be e-mailed to the Sub-Committee Chair and that the Group starts with a review of the economic opportunity in an area of North West Norfolk, to be defined at the first meeting, reporting back to the Sub-Committee in due course.

2.5. **East Anglia Rail Franchise**

The Sub-Committee received the report from the Executive Director, Community and Environmental Services which outlined the current position of the East Anglia Rail Franchise.

The Sub-Committee observed that most of the initiatives would hinge on the performance of Network Rail. It was fundamental that there was an improvement of Network Rail to secure the best outcomes from the franchise.

The Sub-Committee were informed that the current franchisee worked in partnership with Network Rail to solve any issues, and we would expect the new franchisee to do the same.

The Sub-Committee discussed the importance of improving the amenities at local stations, such as ticket offices, parking, disabled access and waiting rooms.

It was **Agreed** by the Sub-Committee

- That the Chairman write to central government to put further weight to the importance of an improvement in the performance of Network Rail
- That the Sub-Committee and officers continue to work with government and the rail industry to secure the best outcomes for Norfolk.

2.6. **Finance and Performance Report**

The sub-committee noted the outturn for Economic Development & Strategy for 2014/15, an underspend of £0.082m. This contributed to the overall net underspend for Community and Environmental Services of £0.017m.

2.7. **Sub-Committee Forward Plan**

The Sub-Committee noted the Plan.

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. 7

Report title:	Finance Monitoring Report
Date of meeting:	18 September 2015
Responsible Chief Officer:	Tom McCabe – Executive Director Community and Environmental Services
Strategic impact This report provides the Committee with information on the latest monitoring position for the relevant services from the Community and Environmental Services department, for 2015-16. It provides information on variances from the original budget (revenue & capital), emerging issues and the position on the use of reserves for those services.	

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 approved 2015-16 net revenue budget for those services is £107.389m. The services are forecasting a net overspend of £0.077m (0.07% of the net budget). Details of the forecast are included in section 2 of the report.

The approved Highways capital programme is £87.280m for 2015-16. Other Services capital programme £2.382m.

The balances of ETD reserves, as at the 1 April were £29.249m we are forecasting to use £9.888m to fund commitments in 2015-16 and the forecast balance at 31 March 2016 is £21.346m.

Recommendations:

Members are recommended to note the forecast out-turn position for the Environment Development and Transport Committee.

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.

This report reflects the forecast out-turn position to 31 March 2016 based on the information available at May 2015.

2. Evidence

2.1. Revenue budget 2015-16

The 2015-16 Net Revenue budget for the services relevant to this committee is £107.389m, we are currently forecasting a net overspend of £0.077m.

The current forecast is based on the information available at Period 4, taking into consideration the approved budget and any known issues and information which provides a reasonable basis on which to estimate the future forecast outturn at this stage of the year.

There is one known cost pressure identified at this stage of the year relating to the proposed savings at Household Waste Recycling Centres, further details are shown in below.

Details of the projected over and underspends are detailed below:

Service Area	Current Forecast Variance	Previously reported Variance	Movement	Narrative
Waste & Energy	£0.167m	£0.167m	£0.000m	The overspend is due to a delay in the planned savings for the part time closure of sites.
Economic Development	(£0.090m)	£0.000m	(£0.090m)	Forecast underspend on Project budgets
	£0.077m	£0.167m	(£0.090m)	Forecast net overspend

Delivery of planned savings - WAS10 – Reduce opening hours at some recycling centres – there is currently a forecast shortfall in delivery of the planned saving, of £0.167m. None of the planned budgeted saving from reducing the opening hours at some recycling centres will be delivered, following the Committee decision in March that there should be no changes to opening hours. As reported elsewhere on this agenda, the service is looking for alternative ways of delivering this saving and is likely to deliver alternative savings to compensate for these savings.

The cost of the Council's services to deal with waste are expected to remain a significant pressure as was the case in 2014/15. There is currently insufficient data from 2015/16 to justify revising the projected cost of the waste services. Early projections already indicate a potential shortfall in provision of up to £1m for the residual waste service alone.

The experience in 2014/15 showed that some effects beyond the Council's direct control can have a major effect on increasing or decreasing the costs of the waste service, such as weather patterns and the effects of economic growth and housing development. The combined impact of such effects will continue to be monitored extremely closely and this could lead to significant changes to the projections for the cost of waste services which will be reported to Committee throughout the year.

Also within the Highways and transport services early indications are there could be savings of up to £0.350m from transport contracts, once more data is available further details will be reported to the this Committee.

Capital Budget 2015-16

The approved Highways Capital programme is £87.280m for 2015-16. At this stage of the year we are anticipating delivering a balanced budget. Details of the Highways Capital programme are included in appendix B.

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. Where developer funded or externally funded schemes are not progressed in the year, due to a number of reasons, this funding is carried forward to fund the scheme costs in future years.

The other services 2015-16 Capital programme is £2.382m, which includes the loan facility to Norfolk Energy Futures. As projects are approved by the NEF Investment panel and planned to be delivered, these will be reported to this committee. £5.750m of this loan facility has been reprofiled to 2016/17. Details of the programme are included in appendix C.

Reserves 2015-16

The Council holds both provisions and reserves.

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.

Reserves (or Earmarked Reserves) are held in one of three main categories:

- 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.
- 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.

- 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.

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).

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. The use of the reserves is constantly reviewed and the current assumptions on planned usage are shown in Appendix D. 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.

The balance of reserves as at the 1 April is £29.249m, including £7.258m in respect of the Street Lighting PFI and £9.132m in relation to a statutory reserve for the provision for future maintenance of Closed Landfill sites.

Full details of all of the balances and planned usage over the next 3 years are shown in Appendix D.

3. Financial Implications

- 3.1. The financial position for the Services is set out within the paper and appendices.

4. Issues, risks and innovation

- 4.1. This report provides financial performance information on a wide range of services responsible to the committee.

Officer Contact

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

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Community and Environmental Services Budget Monitoring Return
Summary for Period:

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	Current Budget £m	Expenditure Year to Date £m	Full Year Outturn £m	Overspend / (Underspend) £m	%	Previously reported overspend /Underspend £m	Movement in Variance £m
Highways and Transport Services	63.132	33.512	63.132	0.000	0.00	0.000	0.000
Environment and Planning	41.972	39.749	42.139	0.167	0.40%	0.167	(0.000)
Economic Development and Strategy	1.892	0.128	1.802	(0.090)	0.00	0.000	(0.090)
Business Development and Support	0.315	1.150	0.315	0.000	0.00	0.000	0.000
Total Community and Environmental Ser	107.311	74.539	107.388	0.077	0.07%	0.167	(0.090)

Appendix B

Scheme Name	Project	Spend Project to date (prior years)	2015/16 Programme	2015/16 Out - turn	2015/16 Variance
Street Lighting Technology Improvement	MAJOR1		4,000,000	4,000,000	
Bus Infrastructure	PB		484,868	478,478	(6,390)
Public Transport Schemes	PC		304,622	351,622	47,000
Thetford Bus Station	PC2035	1,883,963	347,000	347,000	
Cycling	PE		3,193,821	3,166,647	(27,174)
Development of Civil Parking Provision	PJ2889		46,000	46,000	
Local Road Schemes	PK		3,562,194	3,377,844	(184,350)
Local Safety ,Local Road Schemes	PK/PG1				
NDR	PK1000	25,103,680	21,850,000	21,850,000	
GY 3rd River Crossing	PK1001	2,846,967		145,000	145,000
Norwich - A47 Postwick Hub	PK5072	22,306,150	6,410,000	6,410,000	
Structural Maintenance	PM1		30,431,380	30,484,420	53,040
Bridge Strengthening	PM8		1,400,000	1,399,000	(1,000)
Other Schemes	PM9		835,179	813,868	(21,311)
Local Safety schemes	PG1		583,398	518,925	(64,473)
Bus Priority schemes	PA		169,565	184,065	14,500
Road Crossing schemes	PH		392,499	408,469	15,970
Traffic management schemes	PJ		1,387,228	1,643,445	256,217
Walking schemes	PF		349,894	450,282	100,388
KL Bus-Train station route improvement	PB3065		1,488,076	1,488,076	
GY A12-A143 Link	PK2016		3,400,000	3,400,000	
KL Edward Benefer Way access	PK2017		4,064,870	4,064,870	
NRP B1108-Hethersett Lane junction	PR3462		1,294,891	1,294,891	
Norwich Hall Road - Asda	PR3486		1,195,907	1,195,907	
Park & Ride	PD				
Traffic signals Digital Comms upgrade	PL0212		87,191,392	87,518,809	327,417

Appendix C

Summary

Scheme Name	Spend		
	Project to date (prior 2015/16 years)	2015/16 Out - 2015/16 turn	Variance
Norfolk Energy Futures Ltd	2,000,000	2,000,000	
Drainage Improvements	349,870	349,870	
Closed Landfill Sites-Capping & Restoration	28,265	28,265	
Saddlebow Caravan Park CCTV	4,241	4,241	
TOTAL	2,382,376	2,382,376	

Appendix D

Reserve	2015/16 Opening Balance £m	Current Balance 31 July 2015 £m	Additions £m	Withdrawals £m	Forecast Final Balance 2015/16 £m	Forecast Movement 2016/17 £m	Forecast Balance 2016/17 £m	Forecast Movement 2017/18 £m	Forecast Balance 2017/18 £m
Travel and Transport services									
Park & Ride refurbishment	0.012	0.012			0.012		0.012		0.012
De Registration of Bus services	0.059	0.059			0.059		0.059		0.059
Demand Responsive Transport	0.156	0.156			0.156		0.156		0.156
Developer Services	0.150	0.150			0.150		0.150		0.150
Travel Network Reserve	0.000	0.000			0.000		0.000		0.000
Better Bus Area	0.034	0.034			0.034		0.034		0.034
Community Transport	0.742	0.742			0.742		0.742		0.742
Commuted Sums Public Transport	0.016	0.016			0.016		0.016		0.016
Commuted Sums Travel Plans	0.589	0.589		-0.060	0.529	-0.060	0.469		0.469
Norfolk Smartcard Pilot	0.087	0.087			0.087		0.087		0.087
Bus Service Operator Grant	0.532	0.532			0.532		0.532		0.532
	2.377	2.377	0.000	-0.060	2.317	-0.060	2.257	0.000	2.257
Highways									
Commuted Sums Highways Maintenance	2.233	2.233	0.500	-0.100	2.633	-0.012	2.621		2.621
A47 Development Reserve	1.000	1.000			1.000		1.000		1.000
Parking Receipts - Great Yarmouth	0.201	0.201		-0.125	0.076		0.076		0.076
Parking Receipts - Norwich	0.239	0.239			0.239		0.239		0.239
Highways Maintenance	0.725	0.725		-0.500	0.225		0.225		0.225
Street Lighting PFI	7.298	6.484	2.299	-5.819	2.964	-0.245	2.719		2.719
Depot R & R	0.190	0.190		-0.050	0.140	-0.050	0.090		0.090
Road Safety Reserve	0.237	0.237		-0.113	0.124	-0.113	0.011		0.011
Reprocurement - Strategic Partnership	0.000	0.000			0.000		0.000		0.000
	12.123	11.309	2.799	-6.707	7.401	-0.420	6.981	0.000	6.981
Environment and Planning									
Environment & Planning Vehicle Repair & Replacement Reserve	0.131	0.131		-0.011	0.120	-0.011	0.109		0.109
Historic Building Reserve	0.172	0.172		-0.043	0.129	-0.043	0.086		0.086
Historic Environment Projects	0.043	0.043		-0.025	0.018	-0.015	0.003		0.003
Historic Environment Digitisation Project	0.126	0.126			0.126		0.126		0.126
Historic Environment Unspent Grants and Contributions	0.013	0.013		-0.024	-0.011		-0.011		-0.011
Historic Environment Income Reserve	0.102	0.102		-0.071	0.031		0.031		0.031
Waste Management Fund	0.325	0.325		-0.325	0.000		0.000		0.000
Community Recycling Fund	0.046	0.046		-0.032	0.014		0.014		0.014
Closed Landfill	0.350	0.350		-0.350	0.000		0.000		0.000
Closed Landfill Longterm Impairment	9.132	9.132		-0.059	9.073	-0.059	9.014		9.014
Planning Services	0.015	0.015		-0.015	0.000		0.000		0.000
	10.455	10.455	0.000	-0.955	9.500	-0.128	9.372	0.000	9.372
Economic Development and Strategy									
3rd River Crossing	0.029	0.029		-0.029	0.000		0.000		0.000
Eco Town funding	0.007	0.007		-0.007	0.000		0.000		0.000
Transport Strategy Projects	0.152	0.152		-0.150	0.002				
Apprenticeship Scheme	1.876	1.876		-1.299	0.577	-0.739	-0.162		-0.162
Ec Dev - FJF	0.354	0.354		-0.077	0.277	-0.080	0.197	-0.080	0.117
Enterprise Zone co-ordination	0.014	0.014		-0.014	0.000		0.000		0.000
Europe Fund	0.205	0.205		-0.085	0.120	-0.117	0.003		0.003
Hethel	0.414	0.414		-0.414	0.000		0.000		0.000
Strategic Ambitions	0.532	0.532		-0.085	0.447	-0.066	0.381		0.381
France Channel England	0.000	0.000			0.000		0.000		0.000
	3.583	3.583	0.000	-2.160	1.423	-1.002	0.419	-0.080	0.339
Service Development and Support									
Accommodation R & R (general office)	0.009	0.009			0.009		0.009		0.009
Planned IT projects	0.546	0.546			0.546		0.546		0.546
IT - Highways Management System	0.000	0.000			0.000		0.000		0.000
IT - Land Charges system	0.100	0.100			0.100		0.100		0.100
IT - ELGIN System	0.000	0.000			0.000		0.000		0.000
ETD Transformation	0.000	0.000			0.000		0.000		0.000
	0.655	0.655	0.000	0.000	0.655	0.000	0.655	0.000	0.655
Bad Debt Provision	0.056	0.056		-0.006	0.050		0.050		0.050
	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
TOTAL	29.249	28.435	2.799	-9.888	21.346	-1.610	19.734	-0.080	19.654

Environment, Development and Transport Committee

Item 9

Report title:	Moving Towards Zero Waste – Delivering the County Council’s Policies
Date of meeting	18 September 2015
Responsible Chief Officer	Tom McCabe, Executive Director of Community and Environmental Services
Strategic impact The County Council’s waste policies have an aspiration of moving towards zero waste where less waste is generated and more material is reused or recycled and left over rubbish only occurs as a last resort. To achieve this requires working with partner authorities, our communities and other stakeholders, delivering and supporting waste reduction and recycling initiatives and putting in place suitable arrangements to deal with left over rubbish.	

Executive summary

The County Council’s waste policies support moving towards zero waste, which is an ambitious set of policies as part of our Re-imagining Norfolk programme. This prioritises support for waste reduction, reuse and recycling and aims to minimise the amount of left over waste the County Council has to deal with. This can help mitigate the effects of economic and housing growth which both point towards increased amounts of waste and higher costs for the County Council.

Norfolk’s recycling rate is around 43% and some 390,000 tonnes of waste a year is dealt with by Norfolk’s local authorities. The County Council has to meet the cost of dealing with around 220,000 tonnes a year of left over rubbish, deliver a Recycling Centre service and make payments to other authorities for the recycling they do.

The [linked document](#) (Moving Towards Zero Waste – Delivering the County Council’s Waste Policies) explains the additional work the County Council does to reduce, reuse and recycle waste and identifies opportunities to do more if the appropriate investment was available. Norfolk already generates very low amounts of waste per person compared to similar areas in England, but much more needs to be done to help mitigate the environmental and financial effect of expected growth.

Future proposals need to be built upon sound business cases but funding will be needed for new initiatives for the step change in behaviours required and ambitious targets for improvement. This will require whole system working with partner authorities, our communities, the waste industry and other stakeholders.

Behavioural change and improved performance takes time but there will still be an element of residual waste requiring treatment, and the types of longer-term solutions for dealing with residual waste need to be looked at in detail.

Recommendation:

1. To agree the 'Moving Towards Zero Waste' delivery plan ([see link](#)).
2. To agree to the development of business cases to support the 'Moving Towards Zero Waste' delivery plan, which will involve growth bids, on an invest to save basis, to deliver waste reduction, reuse/repair and recycling initiatives to support the delivery of the County Council's waste policies.
3. To approve the use of consultants to undertake due diligence on a range of emerging and existing generic waste treatment processes and technologies and complete an assessment of their relative potential performance and impact and approve expenditure of up to £20,000 to complete this work in 2015/16.

1. Introduction – What The County Council's Policies Tell Us

- 1.1. The policies agreed by Members in December 2014 set us the challenge of moving towards zero waste by driving more waste even higher up the waste hierarchy. That means we need to work harder to:

- Encourage people to reduce waste.
- Enable more reuse and repair of items.
- Increase and improve recycling of materials.
- Recover value from left over waste.

These actions will help mitigate the impact of expected increase in waste linked to economic growth and increasing housing numbers and the associated increases in costs of waste services. This expected increase also means we have to keep focussed on reducing costs and being more efficient in everything we do wherever and whenever possible and look to others for examples of initiatives and emerging best practice. As a part of this we will have to continually challenge ourselves and measure our performance against others and against our track record and work with our partner authorities, the public and other stakeholders to deliver improvements.

2. Where Are We Now?

- 2.1 Waste management activities are likely to cost the County Council around £40m this financial year.

Norfolk's authorities collect around 390,000 tonnes a year of household waste. The amount of waste collected by Norfolk authorities has been increasing over the last three years.

Around 43% of waste collected by local authorities is recycled or composted. There is around 220,000 tonnes of left over rubbish a year needing treatment or disposal.

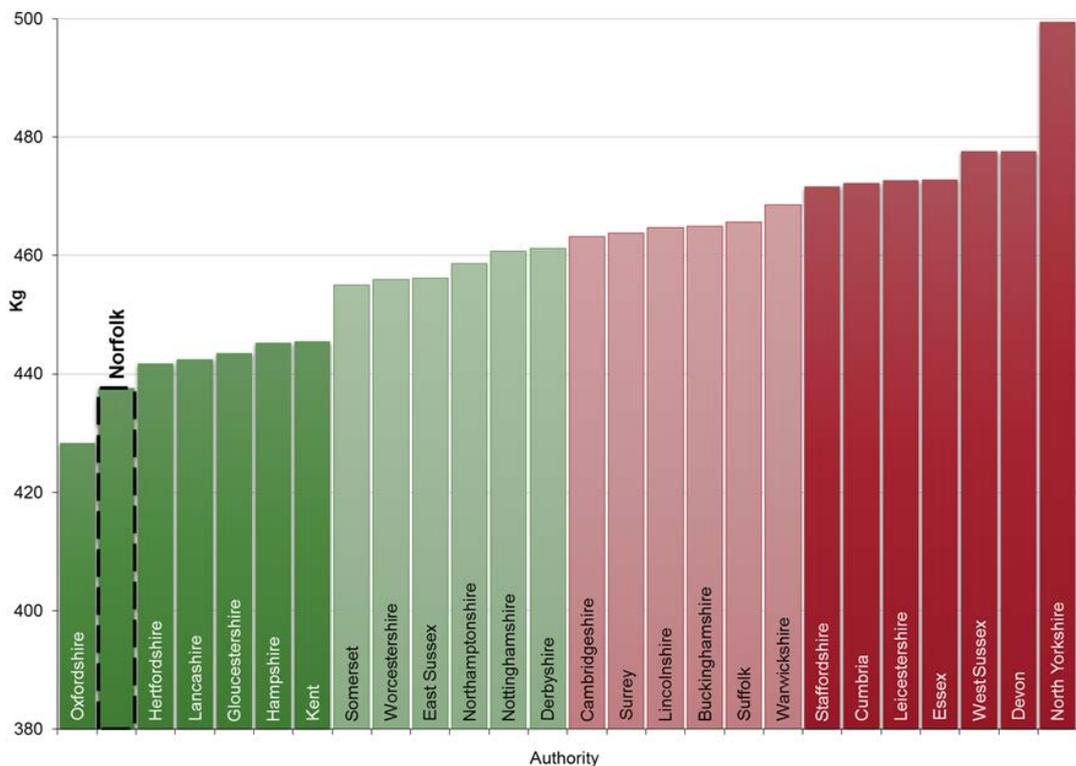
The District, City and Borough Councils in Norfolk deliver the same kerbside recycling service and all offer garden waste collection schemes, but differ in their additional, 'bring bank' recycling facilities and collection services for food waste, for which collections are in place across Norwich, King's Lynn and

West Norfolk and parts of Broadland but not elsewhere.

The County Council provides 20 Recycling Centres and pays Recycling Credits to other local authorities as required by legislation and other organisations that collect materials to be recycled or reused.

2.2 Benchmarking data shows that, when comparing 26 two tier authority areas, Norfolk's household waste per person is relatively low. This is due to a combination of socio-economic factors and a result of some initiatives and approaches to waste services taken in Norfolk, for instance a longstanding support for home composting. Figure 2.2 below presents the performance of Norfolk in comparison with other local authority areas in the country for 2013/14.

Figure 2.2: Household waste per person – 2013/14 data (in kilograms).



3. What Can We Expect To Change Due To Economic Growth and Household Number Increases?

3.1 Costs are expected to increase and the amount of waste is expected to increase. The costs of waste treatment and disposal, recycling and the rate of recycling credits we are obliged to pay to other authorities are all increasing. This is compounded by the effects of economic and housing growth which are expected to result in more waste, meaning that the County Council is facing ever escalating costs in these difficult financial times.

To put this in context it is expected that around 65,000 new houses will be built in Norfolk between 2013 and 2026, with an associated increase in household waste levels from around 390,000 tonnes now to around 455,000 tonnes, i.e. an increase of 65,000 tonnes.

Based on current performance this would lead to an increase of left over rubbish the County Council has to deal with of around 32,500 tonnes. Using

a current average cost of dealing with left over rubbish this could add an additional £20.5m to our current waste disposal bill over that period. This would mean that the County Council's bill for dealing with left over rubbish would increase from an annual cost of around £22m to around £26m in 2026, before the effects of increasing prices are taken in to account, e.g. through market forces, as a result of legislation or taxation or through inflation.

This is in addition to the cost of the Recycling Centre service and any payments we make to others for the recycling they undertake which would increase too.

When this wider picture is factored in at current costs this housing increase will mean a financial implication of up to £7.5m per annum (residual waste, recycling centre and recycling credits). Conversely, a 1% reduction in current overall waste levels could provide a saving of up to £0.45m per annum.

- 3.2 Clearly there is therefore a benefit for the County Council in seeking to move materials up the waste hierarchy of reduction, reuse, recycling and recovery, based on sound business cases. This offers the greatest opportunity for the County Council to mitigate these escalating costs alongside redesigning services and the outcome of competitive procurements for those that deliver services for us.

So we can expect our costs to rise unless the amount of waste generated reduces significantly and cheaper solutions are found.

In order to mitigate this we need to see a step change in behaviour towards waste reduction with stretching aims. We can only achieve this as part of an effective 'whole system' approach with our partners, businesses and residents.

4. Action We Are Taking Now To Move Waste Up The Hierarchy

- 4.1 Information on the work that the County Council and Norfolk Waste Partnership currently does and proposes to undertake on waste reduction, reuse and recycling (including composting) can be found in the [linked document](#) (Moving Towards Zero Waste – Delivering the County Council's Waste Policies). Some examples include:

Reduction

- a) 'Food waste champion network schemes – the 'Joy of Food' and 'Love Food, Hate Waste' volunteer groups.
- b) Working with the Norfolk Waste Partnership on raising awareness about waste reduction in schools and community groups.

Reuse

- a) Developing our reuse shops at Recycling Centres to become a more professional retail network, with a wider range of items on sale and using a more commercial approach to promote and sell the items available.
- b) Expanding the reach of the successful Master Composter network, for example by helping it to engage with new community groups – as a

source of new volunteers and for places to provide demonstrations and talks.

Recycling

- a) Raising awareness of our Recycling Centres and home composting opportunities to new home owners and new residents in the county by promoting them via new homes developers or sales agents.
- b) Stepping up our efforts to promote our recycling credit scheme to more not for profit organisations who can tap into a valuable source of funding from running local recycling schemes.

4.2 Further details on the important part that the County Council's Recycling Centre Service has to play can be found within the 'Recycling Centre Service Review' report, also presented to this meeting of this Committee.

5. Opportunities To Do More

5.1 A 1% reduction in current overall waste levels could provide a saving of up to £0.45m per annum. In addition a 1% increase in reuse and recycling could deliver an additional saving of £0.25m per annum. These potential reductions and increases need to be seen in the context of increasing costs due to housing and population growth.

5.2 Future proposals to deliver waste reduction, reuse/repair and recycling initiatives need to be built upon sound business cases, delivering both improved performance as well as helping mitigate increasing costs.

5.3 Some of these potential opportunities that we can explore to deliver these goals are described within the [linked document](#) (Moving Towards Zero Waste – Delivering the County Council's Waste Policies). Some examples include:

Reduction

- a) Developing our food waste champion network schemes – the 'Joy of Food' and 'Love Food, Hate Waste' volunteer groups. For example by engaging with more people in a greater variety of different settings across the county. This could be achieved by recruiting more volunteers from a wider range of groups and communities and helping volunteers to get embedded in new groups and communities, so that they can deliver their messages to more residents and by promoting and raising awareness of the scheme as much as possible.

Reuse

- a) Working with other authorities in the Norfolk Waste Partnership, we have secured funding from the national Distributor Take Back Scheme to pilot home collection rounds for household electrical waste items to help divert it from household bins. Trial areas chosen are five miles or more away from their nearest Recycling Centre. Participating households will receive leaflets giving details about the arrangements and type of items that will be accepted. This includes computers and mobile phones, small appliances like hairdryers and hand mixers as well as large white goods

like fridges, freezers and washing machines (regardless of condition, as long as they are clean and would need a plug or battery to run them). If the trial is successful and shows to be sustainable it may be rolled out more widely should funding be available.

Recycling

- a) Developing a trial to accept (for a charge) small quantities of trade waste and recycling at Main Recycling Centres to:
 - i) Help small businesses to manage their waste.
 - ii) Help remove trade waste from the household waste stream.
 - iii) Generate an income to support our services.

- b) Helping to increase the number of local recycling collection points and schemes available to residents to make it more convenient for them to recycle close to home by:
 - i) Stepping up our efforts to promote our recycling credit scheme to more not for profit organisations who can tap into a valuable source of funding from running local recycling schemes.
 - ii) Engaging with more businesses and community hubs like schools, fire stations, libraries to explore opportunities for running recycling facilities for residents on their land.

6. Funding Support

6.1 It is proposed that, subject to appropriate business cases, growth funding on an invest to save basis, be used for investment in initiatives and projects that can help drive more waste up the waste hierarchy. A waste management fund approach could be used to support the delivery of initiatives (with a business case) financed from:

- Potential savings or growth bids.
- Successful approved bids to external bodies for funding.

Such a fund could be used to:

- Provide match funding where required to secure external support for approved bids.
- Provide seed funding to partners and other organisations.
- Fund internal bids or bids from partners supported by sound business cases.
- Fund on an 'Invest to Save' basis with partners and other organisations, initiatives to improve reduction, re-use and recycling performance.
- Provide support on initiatives aimed at behavioural change.

7. Residual Waste Treatment – Due Diligence And Options Appraisal

7.1 Following the useful and well-received waste conferences delivered by the County Council, due diligence should be undertaken on a range of generic

waste processes to help understand their respective merits and capabilities. An external consultant, which is experienced in such activities, should be instructed to complete this activity by carrying out a technical review of emerging and existing technologies as required.

The first stage of such a process would involve a desk based study which would look at:

- a) A range of emerging and existing processes and technologies for treating residual municipal waste such as those that presented to Members at the 2015 Norfolk Waste Conference.
- b) Non-technical explanation of each technology and whether it will deliver what it says it will.
- c) Deliverability of any outputs for beneficial use.
- d) Planning and permit deliverability.
- e) Political sensitivity.
- f) Bankability, i.e. whether it is easy to fund.
- g) Capital costs.
- h) Operating costs.
- i) Secondary recycling opportunities.
- j) Landfill diversion performance.
- k) Reference plants if any.
- l) Environmental impacts including carbon footprint.
- m) Cost per tonne estimate of the treatment process or technology.

Waste flows and waste composition in Norfolk would be assessed as a part of this process so that a process model could be established that will assist understanding in how the processes and technologies might contribute to achieving medium to long term solutions for Norfolk.

The cost of this package of work has been identified as approximately £20,000 and will be delivered from existing budget.

8. Residual Waste – The Next Steps To Securing Solutions

- 8.1 The procurement process for services from 2016 to 2020 approved by Committee in March is well underway, the outcomes from this process will be brought to Members for decisions later this year.
- 8.2 The due diligence process referred to above relates to a part of the preparation before work starts on securing services for beyond 2020. As an indication the other stages expected to be involved in this preparation are detailed in Table 8.2 below:

Table 8.2 Indicative timetable for Procurement process

Process	Purpose	Indicative Timing
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Procurement process for 2016 to 2020 completed	To give the County Council a clear picture of what sort of solutions are currently available and what they cost	Now until late 2015
Contract Award Waste Advisory Group, Committee and Council process as required	To secure services for 2016 to 2020 and provide the annual service update	Late 2015
Due Diligence / Options Appraisal	Undertaken by external consultants to assess a range of options available to treat waste	Late 2015 early 2016
Site Visits for Members	For Members to see a range of operational facilities	Early 2016
Public Consultation	A countywide public consultation to establish the public's priorities so they can be taken in to account	Early 2016
Focus Groups with the public	To establish from different parts of the community a deeper understanding of their priorities	Early 2016
Liaison with other Local Authorities and the Norfolk Waste Partnership	To establish local expectations and opportunities to work with other Waste Disposal Authorities	Early 2016
Member Workshop 1 – receiving feedback	To inform Members of the outcome of the public consultation, focus groups, options appraisals, site visits and liaison with other authorities	Spring 2016
Soft market testing	To help inform Members about the latest position before an approach is established	Spring 2016
Member Workshop 2 – establishing a procurement approach	To establish recommendations for the approach to be taken beyond 2020	Spring 2016
Agree procurement approach – Waste Advisory Group, Committee, Council process as required	To agree a procurement approach and evaluation principles to be applied in any procurement	Spring 2016
Procurement starts	To secure services for 2020+	To be established

9. Financial Implications

- 9.1 This report and attached document identify opportunities to do additional work to support the delivery of the County Council's 20 waste policies and the

move towards Zero Waste. This additional work requires additional growth funding.

- 9.2 A recommendation of this report is to agree the development of business plans to support this work, which will involve growth bids, on an invest to save basis, to deliver waste reduction, reuse/repair and recycling initiatives to support the further delivery of the County Council's waste policies
- 9.3 It is recognised that the availability of savings may depend on other County Council pressures and potential initiatives will be developed within the Waste Advisory Group and brought to Committee for consideration.
- 9.4 The £20,000 proposed for the due diligence evaluation of technologies can be delivered from existing budget.

10. Issues, Risks And Innovation

- 10.1 Section 3 above identifies the impact of the expected economic and housing growth in Norfolk on increasing the amount of waste that the County Council is obliged to manage and the associated increase in costs. More work is required to reduce, reuse and recycle this additional waste in the future to minimise the cost to the County Council. If we do not invest in further measures to implement the County Council's waste policies then we will be unable to effectively manage future cost growth.
- 10.2 There may be requirements to recycle 70% of household waste by the end of the next decade, as a consequence of recent proposals unveiled by the European Commission. This would require a significant movement of resources up the waste hierarchy. As yet the direct impact of this on any local authority is unclear if this was implemented through the European Union.

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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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.

Environment, Development and Transport Committee

Item No. 10

Report title:	Recycling Centre Service Review
Date of meeting:	18 September 2015
Responsible Chief Officer:	Tom McCabe, Executive Director of Community and Environmental Services
Strategic impact	
This report is a full review of the existing operation and standards in Norfolk's recycling centre network and provides a range of options to both reduce costs and improve recycling performance.	

Executive summary

Norfolk is expecting continued economic and housing growth in the future and this is expected to lead to an associated increase in waste. The County Council's network of recycling centres are an important part of the infrastructure required to manage waste in our county. The sites achieved a recycling rate of 74% in 2014/15 and in line with the County Council's 20 waste policies, there is a continued drive to ensure the recycling centre network maximises opportunities for residents to reuse and recycle their waste.

This service review must be considered within the context of the need for the County Council to make financial savings, and alongside a requirement to find alternative budget savings of £447,000 in 2016/17 as a result of not taking forward previous cost saving initiatives. Improvements to the existing service are being taken forward and alongside these there are potential changes to be considered, including the introduction of a charged for trade waste service and changes to opening hours.

There have been recent improvements to Norfolk's recycling services with investment in four new recycling centres and an extended range of materials accepted through kerbside collections run by district, city and borough councils. This has provided an opportunity to review the current network which needs to accommodate forecast housing growth, aspirations to move towards zero waste and a need to make longer term financial savings. Opportunities to make savings have been outlined in this report under three categories:

- Service improvements.
- Service changes.
- Infrastructure review.

Recommendations:

- 1. To note that better contract management and service efficiencies at Recycling Centres have helped to reduce budgetary pressures to £280,000 instead of the predicted £447,000.**
- 2. To approve implementing service improvements detailed in the report to deliver estimated savings of £57,000 which includes introducing a new trade waste scheme for small businesses at selected Recycling Centres, with the charge to be reviewed each year in line with the cost of dealing with such waste (potential income around £10,000).**
- 3. To approve the following service changes as a package capable of delivering in combination savings estimated at £280,000:**
 - a) Making three sites at Ashill, Heacham and Morningthorpe part time, i.e. closed Monday to Wednesday inclusive (saving £50,975).**
 - b) Reducing summer opening hours by one hour (closing at 5pm) with the exception of Mile Cross (saving £80,000).**
 - c) Closing all sites on bank holidays with the exception of Mile Cross (saving £85,000).**
 - d) Increasing the charge we currently make for tyres to £4 per tyre in 2015/16, to be reviewed annually and maintained in line with the cost of dealing with tyres (cost neutral service).**
 - e) To close Docking Recycling Centre, Norfolk's smallest site, in 2016, (saving £70,000 and subject to consultation).**
- 4. To maintain the existing DIY waste policy and agree a new distance service standard for Recycling Centres as follows:**
 - a) Approve continuing the current approach to the amount of DIY type waste materials we accept for free and the charges we make for larger amounts.**
 - b) Agree a new distance service standard with the aim that over 90% of residents are within a 20 minute drive of a recycling centre where economically practicable.**
- 5. To consider and advise on the potential for rationalising the network in the future and standardising recycling facilities by increasing the number of large modern sites with full recycling and re-use facilities, as replacements for the older small sites which provide limited facilities:**
 - a) The redevelopment or relocation of Sheringham Recycling Centre and the relocation of Mayton Wood Recycling Centre, to provide larger facilities, subject to a further business plan (recommended).**
 - b) To provide a single, larger Recycling Centre to replace the existing Wymondham, Ketteringham and Snetterton sites (subject to a further business plan) (recommended).**
 - c) To close the Bergh Apton Recycling Centre, subject to the location of a replacement for the existing Mile Cross Recycling Centre in Norwich (recommended).**
 - d) To consider reducing the network to around thirteen sites.**
 - e) To consider a longer term goal of rationalising the network to seven sites.**

1. Proposal

- 1.1. At the March 2015 meeting, Members decided not to implement various service changes, subject to further review by Committee. This has resulted in a cost pressure in 2015/16 of £167,000 and alternative proposals will need to be considered to replace the planned saving.
- 1.2. This report outlines a number of potential options for Member consideration (summarised in the tables below) and the estimated savings or income that could deliver the required saving of £280,000 in 2016/17.
Individually these proposals total around £286,000, however it is recommended they are implemented as a package with a total potential saving of around £280,000, which is a lower figure as the options interact with each other.
- 1.3. The County Council will need to work with the contractor to produce a detailed staffing plan and associated costs to progress the options Members would like to take forward.
- 1.4. Beyond this proposal to recover the £280,000 shortfall in 2016/17 there are proposals for consideration that may be capable of providing savings in future years.

2. Service Improvements

- 2.1. The table below identifies service improvements capable of delivering a saving of around £57,000. It is recommended that all these service improvements are implemented.

Service Improvements				
Service Improvement / change	Status	Estimated savings / annum	Recommendation	Related impacts
Reuse shops and bric-a-brac	Improvement in progress	£10,000	Continue with programme	Closing sites or reducing opening hours is likely to reduce income through the reuse shops
Improving Recycling Centre Performance	Improvement in progress	£34,000 for a 5% decrease in disposal costs	Continue with programme	Closing sites or reducing opening hours may put increased pressure of the busier lower performing sites, this make it difficult for staff to spend time improving performance
Tyre charge	Member decision	Estimated increased	Increase tyre charge to ensure it	None

	required	income of £3,648 to cover the cost of the service	is cost neutral, this is £4 per tyre in 2016/17	
Hazardous waste	Service in progress	None	Continue to provide annual amnesty service. Promote opportunities to reduce waste paint	Closing sites or reducing opening hours may make sites running amnesties busier during these weekends
Trade waste service	Member decision required	Income of around £10,000	Agree principle of introducing a charged for trade waste scheme with pricing linked to the cost of disposal and to be reviewed annually	Closing sites or reducing opening hours may increase throughput and traffic at alternative sites A trade service may increase congestion and would need to be mitigated

3. Service Reductions

3.1. The table below sets out options to help achieve additional savings of around £216,000 and it is recommended that these are implemented and that the existing approach to DIY is maintained.

Service Changes				
Service Improvement / change	Status	Estimated savings / annum	Recommendation	Related impacts
Opening hours				
Make three sites part time (closed Mon-Wed) Ashill, Heacham, Morningthorpe	Member decision required	£50,975	Recommended for consideration	Full saving not released if implemented with other opening hour changes or site closures
Reduce summer opening hours at all sites with the exception of Mile Cross	Member decision required	£80,000	Recommended for consideration	Full saving not released if implemented with other opening hour changes or site closures. Difficult to recruit and retain staff with associated salary decrease.
Close all sites	Member	£85,000	Recommended for	Full saving not

on bank holidays with the exception of Mile Cross	decision required		consideration	released if implemented along with any site closures. Difficult to recruit and retain staff with associated salary decrease.
DIY waste				
DIY waste - Maintain current policy	Member decision required	None	Recommended	Current service maintained

3.2. The table below sets out options for service change that are not currently recommended.

Opening hours				
Service Improvement / change	Status	Estimated savings / annum	Recommendation	Related impacts
Reinstate plans to make an additional five sites part time	Member decision required	£105,000	Not recommended	Significant pressure expected at Worstead and Strumpshaw which have higher visitor numbers and tonnages
Maintain current opening hours where six sites operate part time hours and the remaining fourteen sites are open seven days a week	Member decision required	No saving made (£167,000 overspend expected)	Not recommended – does not achieve saving	None
Close on Wednesdays	Member decision required	£117,000	Not recommended	Full saving not released if implemented along with any site closures or changes in opening hours mid-week
DIY waste				
Accept no DIY waste free of charge	Member decision required	£180,000	Not recommended	May also increase income through Pay As You Throw service
Remove all restrictions on	Member decision	<u>significant</u> unknown	Not recommended	Additional pressure on the sites and

DIY timber	required	amounts of timber delivered to the site at £48 per tonne plus transport £5,000 from timber currently in PAYT scheme		transport during busy periods
Remove all restrictions on DIY	Member decision required	Minimum increased costs of £51,000 plus <u>significant</u> unknown costs related to disposal and transport.	Not recommended	Considerable pressure on the sites and transport during busy periods

4. Infrastructure Review

- 4.1. To help deliver savings required in 2016/17 (an overall figure of around £280,000) it is recommended that Docking Recycling Centre is closed in 2016 to save £70,000 per year. It is also recommended that a service standard of a 20 minute drive time for at least 90% of residents to the nearest Recycling Centre should be aspired to.

Infrastructure Review				
Service Improvement / change	Status	Estimated savings / annum	Recommendation	Related impacts
Service standard of 20 min drive time for 90% of population	Member decision required	None	Recommended	None
Closure of Docking Recycling Centre	Member consideration	£70,000 per year	Recommended for consideration	Extra tonnage could be absorbed at surrounding sites

- 4.2. The table below identifies opportunities for longer term projects to accommodate housing growth and rationalise the service through the development of new sites

where practicable allowing the closure of specific sites as shown in the table.

Infrastructure Review				
Service Improvement / change	Status	Estimated savings / annum	Recommendation	Related impacts
Relocation of Mayton Wood Recycling Centre.	Member support required	Capital investment of between £2m and £3m	Member support recommended (subject to a business plan)	Accommodates housing growth. Location to be determined.
Replacement site for Wymondham, Ketteringham and Snetterton	Member consideration	£100,000 per year, (capital investment of between £2m and £3m expected)	Member support recommended (subject to a business plan)	One new site (location to be determined) to replace existing sites at Wymondham, Ketteringham and Snetterton
Redevelop or relocation of Sheringham Recycling Centre.	Member support required	Capital investment of between £2m and £3m	Member support recommended (subject to a business plan)	Additional benefits of a reuse shop, accommodates housing growth. Location to be determined.
Closure of Bergh Apton Recycling Centre, subject to location of replacement for Norwich	Member consideration	£70,000 per year	Member support recommended (subject to a business plan which includes a replacement for the Mile Cross centre)	Extra tonnage could be absorbed at surrounding sites. Making Strumpshaw part time alongside this option would put considerable pressure on the site and is not recommended

- 4.3. As a part of a longer term rationalisation of the Recycling Centre service the recommendation is that members consider and advise on the potential longer term goals in the table below.

Infrastructure Review				
Service Improvement / change	Status	Estimated savings / annum	Recommendation	Related impacts
Operate a reduced network of 13 recycling centres	Member consideration	£700,000 per year, (capital investment £9m to £12m)	Member consideration required	Potential for increased transport costs dependent on the location of the sites
Operate a reduced network of 7	Member consideration	£1.4m per year, (capital	Member consideration required	Potential for increased transport costs dependent on the

recycling centres		investment £9m to £12m)		location of the sites
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5. Service Improvements – Detailed Information

5.1. Reuse Shops and Bric-a-Brac

The seven existing Recycling Centre reuse shops bring in an annual income of between £7,000 and £23,000 per shop per year (2014/15 figures) along with additional benefits of avoided disposal costs.

An extension will be made to the King’s Lynn Recycling Centre, subject to planning consent, in 2015/16. A business case demonstrated that the investment in the extension will be recovered through increased sales, particularly for bulky furniture, plus the introduction of sale of electrical items. It is thought that this could bring an increased income of £5,000.

The reuse shop network will be extended to all full time sites where space is available and subject to a full business case. The addition of containers on site for the resale of reusable items is subject to a variation to the existing planning consents.

Bric-a-Brac collections (items stored for removal off site by a bric-a-brac contractor) have ceased at sites with reuse shops in support of improving the reuse shops. Bric-a-brac collections will remain on sites where no provision for a reuse shop is being made. It is expected that more items will go through the shops rather than off site through bric-a-brac collectors. In 2014/15, the average income per tonne of waste through bric-a-brac sales across the seven sites with reuse shops was £96, compared to an average income per tonne for material sold through reuse shops of £245.

If, during this same period, items were sold through the reuse shop rather than the bric-a-brac contractor, they may have brought an additional £5,780 income. Tonnage figures from the sites are being monitored to assess whether this improves shop sales and its impact on reuse performance.

5.2. Improving Recycling Performance

During 2014/15 the diversion from disposal rate across the 20 Recycling Centres was 74%, however the individual performance of the sites ranged from 66% to 86%. A project has been undertaken to investigate the opportunities to improve the recycling performance at sites with the lowest rates.

Every tonne of left over rubbish that is sent to for treatment or disposal costs the County Council an average price of approximately £117 per tonne. By increasing the recycling performance there is the potential to reduce costs and the environmental impact of treating and disposing of left over rubbish. There are opportunities to learn from the higher performing sites, work with site staff and consider focused education campaigns to encourage householders to sort waste

before they arrive on site.

Appendix E details the performance of all the sites. Caister Recycling Centre was identified as a key site that may be able to raise performance along with the Mile Cross site in Norwich. For example an improvement to the Caister recycling rate of 1% would see avoided disposal costs for the authority of £6,821, 3% £20,465 and 5% £34,109 based on current tonnage throughputs.

5.3. **Tyres**

The current charge of £2.50 was introduced in April 2014 as part of the cost saving measures in the Putting People First consultation, with the aim to provide a cost neutral service. The charge was based on an estimation of disposal costs. A review of the tonnage, costs and income in 2014-15 has shown that the service is being provided at a cost. A price increase to £4 per tyre will return to the original intention of proving a cost neutral service.

A survey of comparator authorities showed charges of £3.50, £3.60 and £6 per tyre.

It is recommended that the charge is increased to make the discretionary service cost neutral, at a cost of £4 a tyre in 2016-17 to cover the disposal cost, admin fee for card payments, cash counting charges and rogue tyre collections. The charge for tyres should be reviewed annually to reflect the cost of dealing with tyres.

5.4. **Hazardous Waste**

Hazardous waste amnesties are underway in September 2015. A summary of this service and related costs can be found in Appendix J.

5.5. **Trade Waste**

A working group with representatives of Norse Environmental Waste Services (NEWS), who operate 19 of the sites (i.e. all sites excluding Mile Cross, which is operated by FCC), and Norfolk County Council has established a proposal for the introduction of a trial accepting waste from small business at Recycling Centres on a charged for basis, full details of which can be found in Appendix I.

The trial would commence at the seven Main Plus sites (excluding Mile Cross), all of which currently have processes in place for handling cash and card payments. Waste from businesses may be deposited at the site for a charge. The charge would vary dependant on the material stream and the volume of material being deposited, but would be kept in line with the charge for the 'Pay As You Throw' service for householders. Waste would be deposited in the same containers used by householders and an apportionment tool, developed by Wrap, would be used to calculate the tonnage of material deposited by trade users for the purposes of data reporting. Introduction of the scheme would require a change in use to the current planning permissions.

A survey conducted of other authorities operating a trade waste scheme suggests that largely schemes offered little or no income. Suffolk County

Council's trade waste service brings a small income to the authority, in the order of around £10,000 per annum. The trade waste scheme will not be subsidised by Norfolk County Council and prices must be set to ensure that the scheme, as a minimum, covers its cost. It is not expected that the scheme will generate a significant income for the County Council.

The benefit of introducing the scheme is to offer a service to businesses with small adhoc quantities of waste (often there can be a one tonne minimum deposit at a transfer station) making waste disposal simpler. This should help reduce the amount of trade waste abuse at recycling centres, and potentially being flytipped, by providing a simple alternative. Currently, the cost of any trade waste going through the site illegitimately is picked up by the County Council but introduction of the new scheme will allow traders to pay to use the site. Additionally, it will provide the opportunity to introduce a new service at no cost to the authority.

Members are asked to agree the principle of introducing a charged for trade waste scheme at recycling centres.

6. **Service Reduction – Detailed Information**

6.1. The information below sets out options to help achieve additional savings of around £216,000 and it is recommended that these are implemented and that the existing approach to DIY is maintained.

6.2. **Opening Hours**

6.2.1. Through the 'Norfolk: Putting People First' consultation in 2013, it was proposed that a further five sites operate on part time opening hours from April 2015 (in addition to those shown in Appendix A). These sites were Ashill, Heacham, Morningthorpe, Strumpshaw and Worstead. This allowed nine heavily used sites with an even geographical spread to remain open seven days a week.

Committee in March 2015 agreed that the budget saving proposals were not to be taken forward and that a strategic review of the service was required.

Through an Automatic Number Plate Recognition system put in place at all Recycling Centres in April 2014, the County Council has been able gain more detailed information on visitor numbers to each site. Past information was based on a traffic survey carried out over a three day period at each site. Visitor numbers are displayed in Appendix B and C. Tonnage and cost data for 2014/15 is also available and has been summarised by site in Appendix D.

Based on this newly available data, three options are recommended from arrange of options which are identified in the table below and detailed in the following sections of the report along with other options which are not currently recommended.

6.2.2. Options and cost savings have been considered for the 19 sites operated under the service level contract arrangements with NEWS. This contract allows service flexibility and cost savings. The Mile Cross site has not been included as the

contract allows limited flexibility and is the busiest site in Norfolk.

6.2.3. Opening hours options

Option	£
Recommended	
Make three sites at Ashill, Heacham and Morningthorpe part time	Saving of £50,975
Close all sites between 5 to 6pm during summer with the exception of Mile Cross	Saving of £80,000.
Close all sites on bank holidays with the exception of Mile Cross	Saving of £85,000
Not Recommended	
Reinstate plans to make five sites part time	Saving of £105,356
Maintain current opening hours	Forecast for revenue budget £167,000 overspent
Close all sites on a Wednesday with the exception of Mile Cross	Saving of £117,000

If Members do not wish to maintain current hours or reinstate plans to make five sites part time then the following service changes are recommended in conjunction with implementing service improvements:

- a) Close all sites on bank holidays with the exception of Mile Cross.
- b) Make three sites at Ashill, Heacham and Morningthorpe part time (i.e. closed Monday to Wednesday inclusive).
- c) Reduced summer opening hours (close at 5pm) with the exception of Mile Cross.

When considering different patterns of opening hours across the sites, members are asked to note that any changes to opening hours will require the site operators to carry out a statutory staff consultation and ensure twelve weeks' notice is given of any changes.

6.2.4. Option 1 Recommended: Make Three Sites Part Time

Members may wish to consider operating part time hours at the three full time sites accepting the lowest tonnages (Appendix D): Ashill, Heacham and Morningthorpe. This would give a cost saving of £50,975. All have alternative full time sites nearby. Ashill has tonnages and visitor numbers which are similar to that of other part-time sites and it has also seen a significant reduction in tonnage since Dereham opened in 2011. Sites would be closed on a Monday, Tuesday and Wednesday.

Option 2 Recommended: Reduce Summer Opening Hours at All Sites

There is potential for closing the sites an hour earlier across the whole service during the summer months. Appendix D demonstrates that the last hour of the day between 5pm and 6pm are significantly quieter than the rest of the day. This could achieve an estimated annual cost saving of £80,000.

Visitor numbers show that around 500 people use the sites between 5 to 6pm each week; this represents 2% of the total visits (1.3 million a year).

Option 3 Recommended: Close on Bank Holidays

Currently all our sites remain open on bank holidays apart from Christmas Day, Boxing Day and New Year's Day. Closing on the remaining bank holidays would achieve a cost saving of around £85,000. Visitor numbers from previous bank holidays show that typically 3,000 to 4,000 people visit the sites on a bank holiday but sites are usually busier the weekend after a bank holiday where they receive around 4,000 to 5,000 visitors a day.

Option 4 Not Recommended: Reinstate Plans to Make an Additional Five Sites Part Time

Based on service costs for 2014/15 this would make a **cost saving of £105,000**. Having reviewed the detailed visitor numbers and tonnages accepted at Worstead and Strumpshaw (which are newly available) it is no longer recommended that these sites are made part time.

When proposals for part time hours were put forward in 2013, it was estimated that that a saving of £167,000 would be made based on modelled service costs by the incoming contractor NEWS. Since the contract commenced in April 2014 NEWS has demonstrated significantly lower operating costs with an annual saving to the County Council through open book accounting of nearly £2m per annum. Consequently the expected saving on part time hours also reduced.

Visitor numbers (Appendix C) shows that sites currently open seven days a week are quieter mid-week, in line with the proposal to close them for three days during this time.

Appendix B shows that Worstead, Heacham and Strumpshaw all have visitor numbers in excess of 50,000 and comparable with Main Plus sites of Ketteringham and Hempton. Additionally Worstead and Strumpshaw accepted tonnages similar to some Main Plus sites. Condensing visits to the four days over the weekend is likely to cause some queuing and congestion at all five sites and put pressure on transport during opening hours.

284 responses to the 'Norfolk: Putting People First' consultation were received for the proposal to implement part time opening hours at five sites; 42% supported the proposal, 37% rejected the proposal and 21% unclear.

Option 5 Not Recommended: Maintain Current Opening Hours Where Six Sites

Operate Part Time Hours and the Remaining Fourteen Sites are Open Seven Days a Week

When Full Council set the budget for 2015/16 in February 2014 they agreed a revenue budget reduction of £167,000 to allow for five additional sites to operate part time hours. By not taking this forward in April 2015 there is a forecast overspend of £167,000 within the budget. Whilst the County Council and NEWS are working towards off-setting this shortfall, alternative proposals will need to be identified to help replace the planned savings.

Maintaining full time hours at these sites will relieve the potential pressure during weekends and on surrounding sites mid-week. Additionally it will help relieve the future pressure of additional housing growth. **However, no savings will be made.**

Option 6 Not Recommended: Close on Wednesdays

Across the 14 sites that are open seven days a week, the quietest day in regards to visitor numbers is generally a Wednesday (Appendix C). The option to close all sites on a Wednesday could offer a financial **saving of around £117,000**,

A survey that went out to comparator authorities indicated that nine out of 16 authorities operate part time hours. There are a wide range of opening hour patterns, North Yorkshire close one day a week.

6.3. **DIY Waste and Pay As You Throw (PAYT)**

- 6.3.1. The County Council's DIY waste policy has been in place since 2001 and reviewed by Members throughout this period. The PAYT option at eight Main Plus sites offers a chargeable alternative for waste excess to the policy. Information on the policy can be found at www.norfolk.gov.uk/DIYwaste

DIY waste is legally classed as Construction and Demolition Waste and this is not something that the County Council is required to accept. However in recognition that householders may expect to be able to dispose of small amounts, the County Council accepts one large item or an 80 litre sack equivalent per week free of charge. Additional amounts can be accepted at a cost to the householder through the PAYT scheme. In 2014/15 there were 3,237 contacts with County Council regarding the recycling centre service of which 68% regarding the policy. 35 were escalated to the complaints team. The sites receive around 1.3 million visits a year.

- 6.3.2. There are three options that can be considered for the future of the policy and these are detailed below, however it is very difficult to quantify the cost implications for any changes as it is difficult to predict how site users will respond to any changes and it is recommended that the current policy is maintained.

Option 1 Recommended: Maintain the Current Provision for DIY Waste

There would be no service change or budgetary implications.

Option 2 Not Recommended: Accept No DIY Waste At All

Remove the concession which will send all DIY waste through the PAYT scheme. This would make a saving for the Council in disposal costs, transport and increased income through the PAYT service. An option could be added to the PAYT service to allow a charge for a small amount (currently the minimum is one car boot at £30).

Option 3 Not Recommended: Change or Reduce Restrictions Currently In Place

DIY waste restrictions could be removed completely to allow unlimited amounts at an additional cost to the County Council, or the restriction could be lifted on DIY timber which includes fence panels, fitted kitchen and wardrobe units or floor boards. These items often cause the majority of policy complaints as householders do not associate them with DIY waste.

6.3.3. Table: Options for DIY waste and associated savings. Savings are estimated and further work would need to be undertaken to increase the accuracy of these predictions

Option	Estimated financial implications	Pros and cons
1. Maintain current policy	No budget implications	<p>Pros:</p> <ul style="list-style-type: none"> -Current service maintained -Potential to find better outlets and save money on disposal costs. <p>Cons</p> <ul style="list-style-type: none"> -Continued complaints and on site conflict over implementation of policy
2. Accept no DIY waste at all	<p>Estimated Savings in region of £180,000.</p> <p><i>(£160,000 disposal costs and £20,000 transport costs)</i></p>	<p>Pros:</p> <ul style="list-style-type: none"> -Savings for service in disposal costs and transport costs. -Clear set policy on acceptance. <p>Cons:</p> <ul style="list-style-type: none"> -Reduced customer satisfaction rates -Increased policy complaints and potential conflict on site. -Increased fly-tipping and associated clearance and disposal costs -Continued complaints and on site conflict over implementation of policy
3 a. Remove restrictions on DIY timber	<p>Unknown cost implications</p> <p><i>(£5,000 from timber currently in PAYT scheme plus potentially <u>significant</u> unknown amounts of timber delivered to the site at £48</i></p>	<p>Pros:</p> <ul style="list-style-type: none"> -Less on site conflict with staff -Fewer complaints, increased satisfaction -Bring service in line with other authority practice as timber not widely restricted <p>Cons:</p>

	<i>per tonne with additional transport costs)</i>	-Increased and unknown disposal costs -Increased tonnage on site -Increase vehicle movements on site -Potential trade waste abuse
3 b. Remove all restrictions	Minimum increased costs of £51,000 plus significant unknown costs related to disposal and transport due to acceptance of additional amounts householders currently dispose of through other outlets i.e. skip hire. <i>(All PAYT service material to be accepted, cost estimation £51,000)</i>	Pros -Less on site conflict with staff -Fewer complaints, increased satisfaction Cons -Increased and unknown disposal and transport costs -Increased tonnage on site -Increase vehicle movements on site and 30 minute closures -Traffic queues -Potential trade waste abuse

- 6.3.4. Any change made to the County Council's DIY waste policy that increases the volumes accepted will have a cost implication to the County Council, which cannot be met within current budget provision.

Lifting restrictions is likely to have operational issues related to increased use of the site including queues, more site closures due to bin movements and difficulties preventing trade use. There may also be a need for additional staff and vehicles to transport the waste.

A survey sent to other similar local authorities indicates that the County Council's current policy is in line with that of other authorities (Appendix L). Similar policies and restrictions are in place across the country and some do not accept any DIY waste at all.

- 6.3.5. As a result of open book accounting in the Recycling Centre service level agreement contract with NEWS, any changes to the DIY waste policy or PAYT service directly impact the County Council financially. After operating nineteen of the Recycling Centres for one year through the arrangement with NEWS the PAYT service has shown a net loss of £2,000 over the financial year. The Council will work with NEWS and FCC Environment Ltd, who operate the Mile Cross site, to alter the pricing structure to run a cost neutral service. Increased emphasis will be placed on promoting the County Council's existing PAYT service and other alternatives for DIY waste, in order raise awareness.

6.4. **Alternative Recycling Provision**

6.4.1. **Mobile Recycling Centres**

The County Council is aware of four authorities that operate mobile Recycling Centre services. Our contractor NEWS have stated costs for implementation may be:

- £140,000 vehicle – capital investment (one vehicle).
- £50,000 per annum - Two staff to operate.
- £10,000 annual maintenance and fuel costs.

A summary the services provided by other authorities can be found in Appendix F.

Mobile recycling centres do not appear to add value to the current service and would require significant investment in infrastructure.

6.4.2. **Additional Bring Bank Facilities**

The County Council has a duty to pay Recycling Credits to the district, city and borough councils and in addition pays credits to non-profit organisations and parish councils for diverting household waste for recycling, details of which are outlined in Appendix O.

Since the Waste Collection Authorities introduced glass into their kerbside collections as part of the Recycling Revolution in October 2014, some have removed their community bottle banks. The remaining Waste Collection Authorities are currently assessing their recycling banks with an aim to reduce or remove them. As a result, since April 2014, the number of parish and non-profit organisations registered directly with the County Council has increased from 340 to 458.

County Council staff continue to promote the option of non-profit organisations and parish councils claiming Recycling Credits directly from the County Council.

7. **Infrastructure Changes – Detailed Information**

A detailed explanation of the following proposals can be found in Appendix M.

7.1. **Service Standards**

- 7.1.1. The existing service standard is based on having a Recycling Centre within 8.5 miles (10 road miles) of residents. Since its introduction in 1985, there are many changes to consider including introduction of a kerbside wheeled bin collection system for residual waste, dry recyclables, garden waste and food waste (in three local authority areas of Norfolk), improvements in services offered at Recycling Centres including number of materials collected and introduction of reuse and improved transportation links and cars.

Recent national guidance on appropriate catchment areas suggest one option is consider drive times rather than fixed distances. A change to a 20 minute drive time would allow the Recycling Centre service to be developed strategically, linking to main roads and centres of population and provide a clear guide to residents on how long it takes to travel to a Recycling Centre. The policy change would be in line with service standards recommended by Wrap and in referred to in recent guidance issued by the Government. A survey of comparator waste disposal authorities found that several, including Suffolk, Somerset and North

Yorkshire base their service provision around a drive time rather than a fixed distance.

The current network provides good coverage based on the 20 minute drive time (94% of the population is within 20 minutes' drive of a recycling centre, rising to 99% of the population within 30 minutes' drive when all 20 sites are open over the weekend, this drops to 90% within 20 minutes and 98% within 30 minutes during the week when part time closures are in operation). This compares to 96% being within 8.5 miles on a weekend currently, 93% during the week, so a change in policy would not require any additional sites.

- 7.1.2. Alternative options considered include providing one Recycling Centre per district. This approach is not recommended as residents are not constrained by district boundaries when using sites and due to variance in the shape, size and accessibility of districts, it would not result in an even distribution of sites across the County. Another approach would be to operate the minimum required number of sites in the County, which could be as few as two under the Environmental Protection Act 1990 stipulation to provided 'places', however, this is not considered reasonable access as it would result in long travel times for many residents with two sites catering for a large population.

Whilst this option will not make any financial savings for the County Council, it will allow the network to be reviewed more strategically and developed around better roads and closer links with centre of populations, allowing opportunities to reduce the network.

Members are asked to approve the change in service standard from the 8.5 mile radius to 'aim to provide sites within a 20 minute drive of 90% of residents.'

7.2. **Service Improvements – Repair Works**

A programme of repair work has been established for 2015/16 and beyond to repair damaged sections of the hard standings. Repair work across five Recycling Centres in 2015/16 is estimated to cost in the order of £85,000 and will necessitate the temporary closure of some sites whilst sections of concrete are repaired. There are some proposals in this report that may impact sites requiring repair work but given the time that would be required for consultation and to make changes to the service, repair work is being carried out in order to avoid any hazards developing on the sites whilst they are still operational.

7.3. **Network Development**

- 7.3.1. Improvements in kerbside recycling services alongside better facilities at some of Norfolk's Recycling Centres provide an opportunity for the current network of sites to be reviewed. The existing sites are largely located in areas historically linked to old landfill sites and are not always located in easily accessible places or well connected to centres of populations.

There are potential opportunities to change the current network based around

improvements to some recycling centres allowing for reducing the number of sites in areas of high provision. Additionally, more large scale changes could be introduced with the opportunity to make significant financial savings but these would need to be accompanied with capital investment in the remaining sites.

The Recycling Centre network must continue to provide opportunity to drive down the amount of waste being sent for disposal. Available space on sites limits opportunity to further extract materials or offer additional onsite reuse sale. Analysis of the current network of sites has shown a minimum of two sites that, due to restricted space or forecast housing growth, will require redevelopment or relocation and the expiry or arrangements at Mile Cross in Norwich requires a replacement provision by 2021.

7.3.2. Norwich Recycling Centre at Mile Cross

A new Recycling Centre for Norwich will be required from September 2021, when the current design, build and operate contract for the Mile Cross site expires. Members of the Waste Advisory Group approved further work being undertaken to explore options, including searching for a new replacement site, in March 2015. A report will be presented to members of this committee when potential sites and options have been identified.

Members are asked to note the current improvements being carried out, along with the search for a new Recycling Centre for Norwich.

7.3.3. Sheringham Recycling Centre Redevelopment or Relocation (Recommended)

Sheringham Recycling Centre serves the populations of Sheringham, Holt and Cromer towns alongside many other villages. The closest Main Plus Recycling Centres are Mayton Wood (27 minute drive) or Hempton (31 minute drive). A small operational area at Sheringham prevents the site offering the extended services of pay as you throw DIY waste or an onsite reuse facility. Additionally, the small site causes members of the public to park on the road and walk in to use the facility and has caused issues for staff parking.

Benefits of a new site are increased provision of recycling and reuse facilities in North Norfolk and improved access on site for public and staff. A limited site area makes the redevelopment of the site very challenging and will not resolve issues around parking and site capacity. Relocation of the site would require significant capital investment, between £2m to £3m subject to finding suitable land and obtaining planning consent and the relevant permit.

The process to find a new site can be lengthy to allow time for the site search, planning and construction phases. The new site at Dereham took around eight years to open following closure of the Beetley Recycling Centre. This must be considered when looking at plans involving construction of new facilities.

Members are asked to support in principle the potential redevelopment or relocation of Sheringham Recycling Centre to allow it to operate as a Main Plus site, subject to a full business case. A report will be presented to members of this committee on the potential options when more details are

available.

7.3.4. Mayton Wood Recycling Centre (near Coltishall) Relocation (Recommended)

There are around 10,000 new houses forecast to the North of Norwich, representing around a 42% increase in housing in the current catchment area of Mayton Wood Recycling Centre (near Coltishall). An increase of usage in the site of this order is likely to cause disruption through increased site closures to service the containers. The site is accessed via a single track road with passing bays, which can become blocked when the site is temporarily closed for servicing.

Work has been carried out at Mayton Wood to improve the site as part of the drainage upgrade and further expansion is not possible due to the position of the road and surrounding land uses.

A new site would offer improved recycling and reuse facilities but would be subject to a full business case. The position of a new recycling centre for Norwich is also likely to directly impact future use at Mayton Wood, with a site to the North of Norwich likely to relieve pressure but located further South it could increase pressure at Mayton Wood. A new site would be subject to finding suitable land, securing funding and obtaining the necessary planning and permits. Capital investment of around £2m to £3m is required for the construction of a new recycling centre, dependant on size and layout.

Members are asked to support in principle the relocation of Mayton Wood Recycling Centre linked to the replacement of the Norwich Recycling Centre at Mile Cross. A report will be presented to this committee on the potential options when more details are available.

7.3.5. Replacement site for Wymondham, Ketteringham and Snetterton along the A11 (Recommended)

There are four sites covering the A11 corridor – Ketteringham (Main Plus), Wymondham (part time), Snetterton (part time) and Thetford (Main Plus). There is significant overlap in the catchment areas of these sites and with the forecast future housing growth and the potential to improve services offered there is an opportunity to reconsider how recycling centres are provided along the A11.

A business case for a replacement site at Wymondham considered several options for service provision along the A11. The business case concludes the best solution is to replace sites at Wymondham, Ketteringham and Snetterton with one site located in the Wymondham/ Attleborough area. This has the potential to realise a saving of around £100,000 per year through operating one larger site instead of three smaller sites. The new site would be subject to securing land, funding and planning permission. The capital investment required to construct a new site is up to around £2m to £3m, depending on the size and design of the site.

7.3.6. Closure of Docking Recycling Centre in 2016 (Recommended)

Docking Recycling Centre in North Norfolk is the County's smallest site with lowest tonnage throughput. The site currently operates part time. Repairs to the hard standing are required at a cost of around £8,500 and will be carried out by March 2016. The repairs can be carried out whilst the site operates as normal.

The site is the most expensive of the 20 sites to operate per tonne of waste passing through it (£229.65/tonne) and the second most expensive per visit (£10.57 per visit), in part owing to its very low throughput.

Alternative sites are available including Heacham (full time, ten minute drive), Hempton (full time Plus site, seventeen minute drive) or Wells (part time, 25 minute drive). These alternative sites have sufficient capacity to absorb the 700 tonnes of waste that currently go through Docking Recycling Centre each year and housing growth in this area is expected to be very low.

Closure of Docking Recycling Centre would save around £70,000 per annum and would help meet the budgetary pressure in 2016/17. The land is owned by the County Council, savings would come through staffing and the equipment would be redistributed across the service or sold.

7.3.7. Closure of Bergh Apton Recycling Centre Subject to Location of Replacement Norwich Service (Recommended)

Bergh Apton serves residents along the A146 corridor and is the only site along this stretch of road between Norwich and the Suffolk border. It serves a catchment population of around 30,000 residents and operates with a cost of around £123/ tonne or £7.61 per visit (including disposal).

There is little housing growth forecast in the area and its tonnage throughput could be accommodated at other neighbouring sites, such as Morningthorpe, Strumpshaw or Norwich. Much of Bergh Apton's catchment area is covered by alternative sites with the closest alternative sites being Morningthorpe (full time, 17 minute drive) or Mile Cross (full time Plus site, 23 minute drive). As the future location of a site in Norwich is currently unknown beyond 2021, this cannot be relied upon as an alternative option should Bergh Apton close. Morningthorpe has sufficient spare capacity in its planning tonnage limit to absorb the waste from Bergh Apton, although if all visitors from Bergh Apton migrated to Morningthorpe it would almost double the daily visitor numbers.

7.3.8. A Reduced Network of 13 Recycling Centres When Practicable (For Consideration)

Operation of thirteen full time Recycling Centres would provide an opportunity for the County Council to save around £700,000 per year. It is suggested under this model that the 8 main plus sites along with Wereham, Morningthorpe, Heacham, Sheringham and Worstead remain operational. All sites would operate on a full time basis, which would mean the return of Wereham to full time hours (currently this is the only one of these sites operating on a part time basis).

This configuration of sites is based around an even geographical spread providing good access to sites based around a 20 minute drive. In this scenario, the remaining sites could accommodate the existing volumes of waste currently passing through all 20 sites and should have sufficient capacity within their planning permissions to accommodate the expected levels following housing growth. The proposal currently includes the closure of Strumpshaw, highlighted earlier in this report as a busy site. Tonnage from Strumpshaw would divert to alternative sites, including Caister or Mile Cross (or the replacement Norwich site, dependant on its final location) and the development of the Northern Distributor Road may improve connections for residents to access sites North of Norwich (depending on the future positions of Norwich and Mayton Wood Recycling Centres).

Were the County Council to operate with thirteen Recycling Centres, 91% of residents would be within a 20 minute drive time standard, 99% within 30 minute drive, which is still acceptable for rural areas under the WRAP guidance and represents an improved coverage compared to the current weekday level when part time sites are closed. Additionally, it would meet the WRAP guidance with respect to maximum number of inhabitants per recycling centre (average of 65,991 per recycling centre) and maximum number of households per Recycling Centre (average of 28,621 households per site).

Improvements will still be required on some of the remaining sites (as highlighted earlier in this report), including a new site for Norwich, a new site along the A11 corridor to replace the current three (Ketteringham, Wymondham and Snetterton), a new site to replace Mayton Wood and a new site for Sheringham, requiring a capital investment in the order of £9m to £12m.

7.3.9. Table: Summary of options for redesign of the recycling centre network

Option	£
Recommended	
1. Undertake work to provide a replacement site for Wymondham, Ketteringham and Snetterton	Saving £100,000 per year, capital investment £2m to £3m
2. Closure of Docking Recycling Centre in 2016	Saving £70,000 per year
3. Closure of Bergh Apton Recycling Centre subject to the location of the Norwich replacement meeting requirements	Saving of £70,000 per year
For Consideration	
4. Operate a reduced network of thirteen Recycling Centres	Saving £700,000 per year, capital investment £9m to £12m
5. Operate a reduced network of seven Recycling Centres	Saving £1.4m per year, capital investment £9m to £12m

Members are asked to:

To consider and advise on the potential for rationalising the network in the

future and standardising recycling facilities by increasing the number of large modern sites with full recycling and re-use facilities, as replacements for the older small sites which provide limited facilities:

- 1. The redevelopment or relocation of Sheringham Recycling Centre and the relocation of Mayton Wood Recycling Centre, to provide larger facilities, subject to a further business plan.**
- 2. To provide a single, larger Recycling Centre to replace the existing Wymondham, Ketteringham and Snetterton sites (subject to a further business plan).**
- 3. To close the Bergh Apton Recycling Centre, subject to the location of a replacement for the existing Mile Cross Recycling Centre in Norwich**
- 4. To consider a goal of reducing the Recycling Centre network to around 13.**
- 5. To consider a longer term goal of rationalising the Recycling Centre network to seven sites.**

8. Evidence

- 8.1. To undertake the review data has been collected on the current service. Working closely with the contractor NEWS (owned by Norse) has allowed the County Council to gather more detailed information than has previously been available in regards to visitor numbers and costs of the service. Information has also been provided by FCC Environment Ltd, who operate the Mile Cross site. To support the review the following information has been considered:
 - Historic and modelled analysis of waste throughputs.
 - Unit cost per site and per tonne.
 - Historical and comparative performance against the national waste hierarchy of reduce, reuse, recycle, recover (energy recovery) and disposal (to landfill); in that order.
 - Comparative service provision with other authorities.
 - Site tonnage throughput and resident use.
 - Accessibility.
 - Current and modelled population change.
 -
- 8.2. The County Council has researched best practice and benchmarked against other 'comparator' authorities who are considered to have similarities to Norfolk in terms of geography, demographics, size and population. These authorities are identified in the Nearest Neighbours Model 2014 produced by CIPFA (Chartered Institute of Public Finance and Accountancy). A survey has been sent out to gather more detailed information on the provision of their waste services and the results of this survey are presented in Appendix L.
- 8.3. Officers from the waste team have used networks such as the National Association of Waste Disposal Officers (NAWDO) to research best practice from other counties and arrange site visits to bring back successful working practices to Norfolk.
- 8.4. Initial high level discussions have been held with officers from the county's seven

district city and borough councils and feedback has been requested on current service and ideas for future service provision.

- 8.5. Alongside this service review, the County Council is monitoring current fly tipping figures and costs. Particularly in reference to part time closures, DIY waste and materials collected at recycling centres. Other authorities were contacted to find out about trends in their fly tipping figures. The survey asked if the authority had made any service changes in terms of changing opening hours and whether this results in fly-tipping. Generally, authorities that have changed opening hours have not observed long term affects in terms of increased instances of fly-tipping. This is in line with Norfolk's experience when making six sites part time in 2010. Appendix N reports on trends in Norfolk's fly-tipping.

9. **Financial Implications**

Financial implications of any proposals and options are contained within the report and summarised in the proposals.

By not taking forward part time opening hours at five sites and charging £2 a visit at nine sites there is a shortfall in the budget of £167,000 in 2015/16 and £280,000 in 2016/17. Members need to consider further cost savings that could be made through service changes and an infrastructure review in order to address the potential overspend situation in 2016/17 and beyond.

Larger scale changes will help deal with housing growth and in the longer term potentially release bigger savings but will require initial infrastructure investment. The cost of building a new site is in the region of £2m to £3m including planning, design and construction.

There are no financial implications with a change in policy for Recycling Centre provision from the current 8.5 miles to a drive time of 20 minutes.

Any costs associated with the provision of new or replacement Recycling Centres, as outlined in section 1.3, will be brought to Members' attention as part a future report should proposals be developed.

Changes to the national minimum wage, due to be implemented in April 2016, are likely to affect staff salaries. It is expected that there will be an increase in costs but it is not yet known by how much. This is expected to be a further budget pressure in 2016/17

10. **Issues, Risks and Innovation**

10.1. **Legal Requirements**

10.1.1. Requirement to Provide Sites

The County Council, as a Waste Disposal Authority, is required under the Environmental Protection Act 1990, section 51, to provide reasonably accessible sites for the free disposal of household waste. There is no specified minimum required number of sites or mandatory opening times although they must be open for part of either Saturday or Sunday.

The sites must be reasonably accessible and other wastes (such as non-household or trade) can also be accepted for a charge. The options presented in the report are all deemed to meet the requirements of the EPA section 51.

Advice from NPLaw indicates that the legislation does require "places" and that logically it must therefore depend on the size and nature of an authority's area. The authority will have to employ reasonableness and proportionality into any decision it takes and if it can show good reasons that are well thought out and having regard to all factors it would demonstrate a measured approach.

10.1.2. Charging at Recycling Centres

The Department for Communities and Local Government took steps to disapply current legislation that allows local authorities to charge for some discretionary services, namely fees at Recycling Centres for either entry or the deposition of materials, and to make it more difficult to close Recycling Centres in the future.

Following a short consultation, which Norfolk County Council responded to, this change, was applied to UK law under the Local Authorities (Prohibition of Charging Residents to Deposit Household Waste) Order 2015. Interpretation of this order by NPLaw found that it prevents local authorities from introducing a charge and ensures those that already do so revert to a free service by 2020. Local authorities are encouraged to consider alternatives to site closures such as whether or not the community sector may be able to run the centres. They do not have a duty to offer that service to a community sector.

10.2. **Equality**

Equality impact assessments have been completed for all potential service changes put forward through Putting People First. Making five sites part time and a £2 charge at nine sites were not deemed to have significant impact on any protected groups in Norfolk. Any future changes would require a specific equality impact assessment, but the improvements, potential service changes and infrastructure proposals are thought not to unduly adversely impact any protected groups.

10.3. **Timescales**

Changes to opening hours are potentially achievable from April 2016 onwards, subject to staff consultation (taking a minimum of twelve weeks) and potentially a public consultation for the proposals not previously considered under Putting People First. Any public consultation would need to be complete before starting a staff consultation. There would also need to be advanced warning of the service changes on site.

Implementing infrastructure changes is a longer process. Finding a new site can take some time to allow time for the site search, planning and construction phases. Previously sites have taken up to eight years to open following the commencement of this process.

10.4. **Open Book approach to costs**

The Open Book approach with NEWS has provided transparency on costs and margins, as well as maximum flexibility with the operation of the recycling centre service. This approach resulted in service costs reductions of around £2m in the first year of operation. It does however mean that the County Council is responsible for meeting all service costs and any fluctuations, consequently the savings/income identified within this report can only be considered as indicative at this stage.

11. **Background**

11.1. **Current Service**

11.1.1. The County Council operates 20 Recycling Centres (Appendix A) across Norfolk which accept 22 separate waste streams for recycling, reuse, treatment and disposal. A traffic survey shows an estimated 1.3 million visits per year across all sites. Diversion from landfill levels have increased from 56% in 2007/08 to 74% in 2014/15.

11.1.2. 19 of Norfolk's recycling centres are operated on behalf of the County Council by Norse Environmental Services Ltd (NEWS) on open book accounting principles whereby the County Council meets any fluctuations in costs. This service level agreement was implemented in April 2014 and during the first year of the contract the costs of the service were reduced by nearly £2m.

11.1.3. The Mile Cross Recycling Centre in Norwich is operated under a separate contract by FCC Environment Ltd. The contract was renegotiated to bring a saving of £135,000 per annum from September 2011 and is due to expire in 2021. At its meeting in March 2015 the Waste Advisory Group agreed for officers to look at options for future provision for Norwich beyond 2021, including potential for a new site or sites.

11.1.4. Information on the location, opening times and an A-Z of what you can and can't take to the Recycling Centres can be found at www.norfolk.gov.uk/recyclingcentres

11.2. **Customer Satisfaction Rates**

11.2.1. The County Council monitors customer satisfaction with the Recycling Centre service through compliments and complaints received and an annual tracker survey. A report has been produced to record the 2014-15 customer satisfaction in appendices K and H and these results have been summarised below.

11.2.2. Table: Customer satisfaction information for 2013-14 and 2014-15

	2013-14	2014-15
Customer contacts	4,195	2,834
Compliments	189	150
Complaints	82	105
Tracker survey results	83%	86%
Visitor numbers	1,369,108	1,331,798

11.2.3. Compliments and Complaints

The majority of the customer contacts received by the County Council Customer Service Centre related to DIY policy queries (68%) and opening hours (27%) and the remaining 5% to amnesty or other queries.

Compliments received for the recycling centres vary in topic but are largely about helpful and courteous site staff, as well as clean sites. There has been a small decrease in the number of compliments received.

There has been an increase in complaints in 2014/15 that relate to service standards, this correlates with media coverage on part time sites and potential £2 charging along with the removal of paint disposal at Recycling Plus sites and the restriction on tyre disposal at all sites/introduction of charging for their disposal. Positively, there has been a drop in the number of complaints regarding perceived standard of service and staff attitude. An issue that is being address through staff training.

A new feedback leaflet is being designed to encourage members of the public to tell us about the service they receive and will be available at each Recycling Centre. It is designed to capture compliments, suggestions and complaints more accurately.

11.2.4. Tracker Survey

The tracker survey is an annual survey conducted by the County Council. A total of 5,600 questionnaires were mailed out to randomly selected addresses in Norfolk, with 1,500 responses to the Recycling Centre question. Each year satisfaction is recorded based on the question which asks 'How satisfied are you with 'the local tip/household waste recycling centre overall'.

Until this year satisfaction rates have been increasing since a low of 78% was recorded in 2010 when part time hours were introduced at six sites. Reduced public satisfaction may correlate with service changes such as the removal of the paint service and charging for tyres potential future service reductions as part of Putting People First. Alongside this staff performance may be affected by job uncertainty and issues arising on site through policy changes. Continued customer service training, site inspections and communications are being undertaken by our contractor to manage this.

The Appendices for the above report can be found here.

Environment, Development and Transport Committee

Item. 11

Report title:	EDT Strategic Review – Recommendations from the Member Working Group
Date of meeting:	18 September 2015
Responsible Chief Officer:	Tom McCabe – Executive Director of Community and Environmental Services
Chair of Review Group:	Cllr John Timewell

Strategic impact

Working Groups enable a small group of Members to develop a more in-depth knowledge in a particular subject area and to focus on that subject area in a way that Committees would not have the time to be able to do so. As such, they have a useful purpose in assisting committees in the decision making process.

Executive summary

This Committee established a Member Working Group to carry out a strategic review of EDT Services. Since that time, the Working Group has met a number of times and this reports sets out its findings.

The Working Group has taken a two phase approach to its deliberations. The first was to identify key principles to inform thinking, and the second to review detailed service information for the 34 individual services that fall under the Committee's remit.

The Working Group has developed 17 recommendations, detailed in Appendix A. These include:-

1. Six areas for potential budget saving which, if agreed, would deliver a total saving of £4.552m over the next three years;
2. Seven areas for further development which have the potential to deliver budget savings or additional income;
3. Four other recommendations relating to stopping cost increases.

Recommendations

1. **To note the areas for potential budget saving recommended by the Working Group, summarised in section 3.2, and that these have been included in the Reimagining Norfolk report included elsewhere on the agenda for this meeting today so that the Committee can consider all budget proposals together;**
2. **To agree the Working Group's recommendations for officers to bring more detailed reports to Committee for items identified for further development, as summarised in section 3.3;**
3. **To agree the Working Group's recommendations relating to stopping cost increases, as summarised in section 3.4.**

1. Background

- 1.1. In 2014, the Committee agreed to set up a Member Working Group to carry out a Strategic Review of EDT services, with the following Terms of Reference:-

To review and consider the existing Environment, Development and Transport services with a view to identifying opportunities to transform and modernise ways of working to enable future service delivery to be modern, cost effective and contribute to addressing the County Council's overall budget shortfall.

The Working Group will be a task and finish group and will:-

- review service standards and levels;
- review service delivery models and methods;
- review current financial budgets and models, including expenditure and pressures;
- Identify opportunities for exploiting commercial opportunities related to the delivery of our services, including selling services and maximising income;
- identify opportunities for increasing efficiency and value for money;
- identify opportunities for alternative funding sources or delivery models;
- identify opportunities for new and innovative ways of working.

- 1.2. The Working Group have subsequently met a number of times and this report sets out their final recommendations for the Committee to consider.

- 1.3. The Working Group was Chaired by Cllr John Timewell alongside Cllr Terry Jermy, Cllr Brian Iles, Cllr Ian Mackie, Cllr Stan Hebborn and Cllr Andrew Boswell.

2. Approach

- 2.1. The Working Group took a two stage approach to their deliberations. The first was to identify some key principles that could inform their thinking. The principles the group identified are as follows:-

1. Service delivery models need to ensure we do not increase future revenue costs/liabilities;
2. All fees and charges should be set on a full cost recovery basis (note all current fees and charges are set on this basis);
3. Do not want to negatively impact on ability to successfully bid for external funding. Note that a clear and up-to-date evidence base is essential for this and many funding bids required match funding.

- 2.2. The second stage was to review detailed information relating to the 34 individual services that fall under the EDT Committee's remit. This included reviewing information relating to:-

- Budgets and income
- Legislative framework, including statutory requirements;

- Existing policies and strategies
- Assets;
- Service volumes and performance;
- Staffing
- Issues and Risks

2.3. All of the information reviewed by the Working Group has been compiled into an information pack. This is a useful information source for Members that can be used to help inform decision making. A copy of the information was circulated to all Committee Members in August.

2.4. The Working Group is aware that the Committee has established a Waste Advisory Group (WAG) to review all aspects of the waste service and therefore it has not sought to duplicate work by also reviewing this area in detail.

3. Findings

3.1. The Working Group has developed a number of recommendations relating to EDT services – these are set out in detail at Appendix A. There are three different groupings of recommendation from the Working Group, as follows:-

3.2. Budget savings

3.2.1. Seven areas for potential budget saving have been identified which, if agreed, would deliver a total saving of £4.552m over the next three years. Officers have included all of these budget savings in the Reimagining Norfolk report elsewhere on the agenda so that Members can consider the full range of initial savings for this Committee at the same time. The areas of saving are listed below, with the potential saving shown in brackets :-

- a) Reduce/revise some non-safety critical highway maintenance standards [£0.980m].
- b) Capitalisation of revenue spending on reactive highway maintenance, enabling a revenue saving [£3.000m].
- c) Re-design the bridges teams [£0.100m].
- d) Redesign the historic environment service to deliver only the statutory service elements [£0.172m].
- e) Redesign the environment service to operate at 75% of current budget [£0.200m].
- f) Reduce economic development budgets [£0.100m].

3.3. Areas for further development

3.3.1. Seven areas for further development were also identified which have the potential to deliver budget savings or additional income. At this stage it is difficult to determine the amount of saving/income each of these would generate because it would be dependent on the model/scale put in place, and the Working Group recommends that officers bring more detailed reports to Committee to consider once further work has been carried out. These areas are listed below, with a proposed date for officers to bring a more detailed report back to Committee shown in brackets:-

- a) Increasing the amount of commercial activity carried out by the highways service [report back to Committee January 2016].

- b) Investigate commercial activity to support external and private HGV/large vehicle fleet [report back to Committee January 2016].
- c) Introduce charges to enable people to pay to 'top-up' highway activities in their area for example additional signs/line [report back to Committee November 2016].
- d) Turn off lights in some illuminated signs, if the expected new Government guidance enables this [report back to Committee January 2016].
- e) Change the local highway maintenance delivery model from 4 to 3 operational areas – this needs to be considered as part of the overall approach to locality working being developed for EDT services, and Members will be updated on this at the October 2015 meeting. The potential change to the local highway maintenance delivery model will be reviewed by officers again once the locality working approach has been developed further.
- f) Cease the Norfolk Energy Futures Service in 12 months if a clear return on investment has not been delivered [report back to Committee September 2015 and, in the meantime, Chair/Vice Chair to receive monthly progress updates].
- g) Develop a business case to introduce more LED technology on street lighting [bring back to Committee asap, if needed].

3.4. **Stopping cost increases**

3.4.1. The Working Group developed a number of recommendations in this category:-

- ai) Change the street lighting policy to stop adopting residential lighting on new developments unless there is a clear highway reason to adopt (e.g. part of a main route).
- aii) Change the street lighting policy to stop adopting non-residential lighting on new developments unless the developer provides a commuted sum to cover the cost of the lighting for the following 25 years.
- b) The Committee to write to Government to continue to press for the need for the concessionary travel scheme to be fully funded; there continues to be a shortfall of £3.8m in Government funding for the scheme in Norfolk.
- c) Put a charging regime in place for flood and water management pre-application advice for developers. The service is expecting to receive additional new statutory responsibilities and this new charge will help to offset the cost of delivering these.

3.5. **Other findings**

3.5.1. The Working Group also reviewed and discussed some other potential opportunities. This includes some areas already being progressed by officers to deliver savings already agreed by Members as well as potential opportunities relating to services overseen by other Committees. These areas will not deliver any additional savings for EDT Committee services, but are listed below for information:-

- a) Developing a joint vehicle fleet management team for highways and fire and rescue services. This work is already underway and could deliver an annual saving of around £100k.
- b) Potential for introducing new areas of charged for on street parking. The Norfolk-wide parking forum is investigating this as part of their remit.

- c) Work underway to introduce new processes as part of the implementation of the new Highways Management System (the main IT system used by the highways service) will enable savings to be delivered.
- d) Potential to engage the services of an external consultant to identify possible ways to reduce the council's carbon tax liabilities. This falls under Policy and Resources Committee's remit; information about this potential information has been passed to the Executive Director of Finance.
- e) Potential to enter into a joint venture with an investment partnership to enable a range of property opportunities. This falls under Policy and Resources Committee's remit; information about this potential information has been passed to the Executive Director of Finance.

4. Financial Implications

- 4.1. The Working Group has identified a number of areas of budget saving and these are also listed in the Reimagining Norfolk report elsewhere on the agenda for this meeting so that they, and any associated financial implications, can be considered for all EDT services at one time.

Financial implications relating to the areas for further development will be included in the detailed reports proposed to be presented to the Committee at future meetings.

5. Background

- 5.1. 18 November 2015 report to EDT Committee – Terms of Reference for Member Working Group

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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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.

EDT Strategic Review – Working Group recommendations

Service area	Opportunity/potential identified	Potential annual saving/income	Working Group recommendation	Reasons for recommendation
Budget savings				
Highways - maintenance	1. Reduce/revise some non-safety critical highway maintenance standards including reducing standards for road gritting, grass cutting, work on verges/hedges/trees, weed treatments, highway inspections, reducing spend on non-illuminated signs, replacement road markings and drainage repairs/cleaning/gully emptying, reactive bridge maintenance, and enabling local communities to buy salt from our depots.	£0.980m	That this is considered as a budget saving proposal.	<ul style="list-style-type: none"> The existing standards are set out in a range of policies and so require Committee approval to amend. The County Council has a good record of repudiation of insurance claims relating to highways maintenance. There is a risk in reducing or amending any highway maintenance standard. We can review other authority's standards and recent court judgements to help determine appropriate levels. However, whether any standard we implement is appropriate and meets the requirements of our statutory duties can ultimately only be tested in court. A National review of standards is underway and new guidance from Government is expected in 2015. However, it is possible to change standards in advance of this new guidance and a number of councils are taking this approach. We would take a risk based approach to reducing/revising standards and risk based assessments will be needed.
Highways – maintenance	2. Capitalisation of revenue spending on reactive highway maintenance for example pothole repairs, enabling a revenue saving.	£3.000m	That this is considered as a budget saving proposal.	<ul style="list-style-type: none"> Recent guidance from CIPFA relating to treatment of reactive highway maintenance e.g. pothole repairs funding has clarified the position in respect of funding capitalisation. Capitalisation of revenue funding will reduce the overall amount of capital funding available for other schemes e.g. structural maintenance and improvement schemes. This will mean less capital work funded by budget but will also reduce the future revenue liability of capital schemes whilst protecting existing revenue funded work.
Highways – design	3. Redesign the highways bridges teams with a view to delivery through a single team.	£0.100m	That this is considered as a budget saving proposal.	<ul style="list-style-type: none"> Bridges are a fairly specialist area and can be managed within a single team (currently two separate teams, "design" and "maintenance").
Historic Environment	4. Redesign the historic environment service to deliver only the statutory service elements.	£0.172m	That this is considered as a budget saving proposal.	<ul style="list-style-type: none"> The statutory elements of the service can continue to be delivered within reduced service standards. The team already had a target to increase its income generation activity and move closer towards cost neutral. The service is introducing some new charges during 2015/16 to help meet existing income generation targets. A redesign would mean giving advice on a reduced number of planning applications, but still meeting statutory obligations, reduce/cease advice on historic buildings (other than those the County Council owns), withdrawal of NCC funding for identification service, reduced numbers of new and enhanced historic environment records, ceasing community support activities.
Environment	5. Redesign the environment service so that it operates at 75% of current budget.	£0.200m	That this is considered as a budget saving proposal.	<ul style="list-style-type: none"> The statutory elements of the service can continue to be delivered within reduced budgets. The team already has an excellent track record of successfully bidding for external funding. The team already had a target to increase its income generation activity and move closer towards cost neutral.

Service area	Opportunity/potential identified	Potential annual saving/income	Working Group recommendation	Reasons for recommendation
				<ul style="list-style-type: none"> A redesign would mean reduced capacity in the service, introducing a charging regime for provision of specialist advice, reduction in tree and woodland advice, increased use of alternative service delivery approaches including use of volunteers and interns, creating a single environment team.
Economic development	6. Reducing the budgets available to support economic development projects and match funding for Hethel Innovation's European funding bids.	£0.100m	That this is considered as a budget saving proposal.	<ul style="list-style-type: none"> It is useful to have funding available to use for individual projects, however, this is not sustainable long term. Instead, alternative ways to generate the funding needed for individual projects can be pursued e.g. external funding bids. Hethel Innovation is already building the removal of match funding into its business plan so that it can become fully self-sustainable in terms of bids.
Areas for further development				
Highways – various	7. Increase the amount of commercial activity carried out by the highways service, generating income that can be used to offset some revenue costs.	Would depend on the delivery model and the services included. A 10% increase in current 'profit' levels would deliver around £100k.	Further work to identify potential trading models, appetite in the market and any capital investment or other arrangements that would need to be put in place to progress this opportunity to be developed, and reported back to EDT Committee at the January 2016 meeting.	<ul style="list-style-type: none"> Commercial activities already carried out in the highway works, fast lane training, Norfolk Laboratory and fleet operations elements of service. The Executive Director has started some work for NCC on identifying ways to enable services to be further commercialised e.g. the type of systems and environment that needs to be place, best opportunities available etc.
Highways	8. Investigate commercial activity to support external and private HGV/large vehicle fleet for example providing MOTs and/or vehicle testing.	Unclear at this stage.	As above.	<ul style="list-style-type: none"> This would be a new business enterprise for NCC and therefore could require a significant amount of work to set up and operate. Likely to require capital investment e.g. for premises, equipment etc. Some anecdotal evidence that there is a gap in the market around the North of the county.
Highways	9. Introduce charges to enable people to pay to 'top-up' highway activities in their area for example additional signs/lines.	Minimal (£1000's)	Detailed proposal relating to this, including any policy changes that may be needed, potential levels of charge and volumes, to be developed and reported back to EDT Committee at the November 2015 meeting.	<ul style="list-style-type: none"> Links to future models for commercial activity at 2 above. Some other authorities already enable this type of approach. In Norfolk, there are some aspects of this in place e.g. parish councils able to 'buy in' some additional gritting etc. This approach would enable individuals and local communities to access services which may be prevented by current policies and budget restrictions. We need to ensure that the costs of administration and delivery do not outweigh the revenue benefits
Highways – maintenance	10. Turn off lights in some illuminated signs, if the expected new Government guidance enables this.	Depends on what the new guidance enables	The Committee endorse this proposal in principle and officers bring detailed proposals to the Committee to consider once Government guidance has been received, provisionally expected to be ready for the January 2016 meeting.	<ul style="list-style-type: none"> New guidance from Government is expected during 2015.

Service area	Opportunity/potential identified	Potential annual saving/income	Working Group recommendation	Reasons for recommendation
Highways – maintenance	11. Change the local highway maintenance office model from 4 to 3 operational areas.	£175k	Officers will present further information about a locality working approach to the Committee in October.	<ul style="list-style-type: none"> This would be a change of operational areas only and would not impact on service levels and standards. Salt domes would be unaffected and would continue to be located across the county. The Highway Rangers service would only be affected in that muster points may change, but there will be no impact on local service delivery. The service has previously operated in different area structures.
Norfolk Energy Futures	12. Norfolk Energy Futures – to increase the pace in developing business cases to enable a return on investment.	Depends on each business case	<p>That if a clear return on investment has not been delivered within the next 12 months the service should cease in its current form – officers to update Committee on the position in September 2015.</p> <p>In the meantime, the EDT Committee Chair and Vice Chair receive monthly updates from officers to ensure progress can be closely monitored over the next 12 months.</p>	<ul style="list-style-type: none"> There continue to be a number of opportunities in the market and business cases continue to be developed. Additional staff resource has been put in place on a temporary basis to help progress opportunities. Money to fund developments is borrowed and only drawn down when business cases are agreed and so ceasing the service will not deliver any project or capital savings.
Highways – street lighting	13. Introducing more LED technology on an invest to save basis, updating more residential lights to LED.	£300k+	Officers to work up a business case for investment and, if needed, bring to the Committee for approval as soon as possible.	<ul style="list-style-type: none"> An investment of around £1.5m would be needed to upgrade 12k residential lights to LED bulbs. Part night lighting hours would continue. Committee has already approved investment in street lighting earlier this year to deliver £1m by end 2016/17.
Stopping cost increases				
Highways – street lighting	14. Change the street lighting policy to stop adopting residential lighting on new developments unless there is a clear highway reason to adopt (e.g. part of a main route).	Doing this will stop any further increase in the lighting stock and the associated cost, rather than provide a saving. The additional cost is around £50k each year.	To make the necessary changes to the street lighting policy to enable this approach.	<ul style="list-style-type: none"> Adopting new lights increases the overall volume of lighting stock maintained by the County Council and therefore adds an additional cost. Existing NCC Policy is to adopt lighting on new estates if local communities feel that lighting is needed. EDT Committee had previously considered this but did not agree to implement at the time. Local communities will still be able to put lighting in place, but would need to fund this from other sources e.g. parish councils could install and pay for lighting.
Highways – street lighting	15. Change the street lighting policy to stop adopting non-residential lighting on new developments unless a commuted sum is provided by the developer to cover the cost of the adoption for the following 25 years.	As above.	To make the necessary changes to the street lighting policy to enable this approach.	<ul style="list-style-type: none"> As above. Recent case law has been made and councils can use section 38 agreements to secure commuted sums for full cost recovery.
Transport – concessionary travel	16. No opportunities identified. The statutory minimum service is already being delivered.	There is a £3.8m shortfall in Government	The Committee write to Government to continue to	<ul style="list-style-type: none"> A fixed pot deal with bus operators has been negotiated until 2017.

Service area	Opportunity/potential identified	Potential annual saving/income	Working Group recommendation	Reasons for recommendation
		funding for this service.	press for the need for the service to be fully funded.	
Flood and water management	17. Putting a charging regime in place to enable us to sell our specialist expertise in flood and water management to others.	The service is expecting to receive additional new statutory responsibilities and this new charge will help to offset the cost of delivering these.	That this is considered as a budget saving proposal.	<ul style="list-style-type: none"> • Most likely market is developers. We need a funding source for a new responsibility for sustainable drainage advice to Districts. • As chargeable advice in this area would be a new service it needs Member approval to set up.

Environment, Development and Transport Committee

Item No. 12

Report title:	Re-imagining Norfolk – service and financial planning 2016-19 for EDT Services
Date of meeting:	18 September 2015
Responsible Chief Officer:	Tom McCabe – Executive Director of Community and Environmental Services
Strategic impact To provide a strategic framework – Reimagining Norfolk - for the County Council to re-focus its role and pursue its priorities within a radically reduced level of resources.	

Executive summary

Re-Imagining Norfolk sets out a strategic direction for the Council which will radically change the role of the County Council and the way it delivers services. It commits the authority to delivering the Council's vision and priorities for Norfolk, making clear that the future lies in working effectively across all public services on a local basis.

The Committee considered a report on Re-Imagining Norfolk at its last meeting, in July, and agreed to commission the Executive Director to investigate potential models of 'services for the future', and prepare options of what these services could look like in three years' time, with 75% of addressable spend. This papers sets out the outcomes of this work.

Information included at Appendix 2 sets out an officer view of what services could look like at 75% addressable spend, with further commentary about what could be different at 84%. It is not intended for this modelling to be a proposal or any form, rather to help the Committee in its Reimagining Norfolk deliberations. This report also sets out further information about the National financial context and financial planning assumptions.

In the meantime, officers have developed a number of budget saving proposals for the Committee to consider. The proposals, set out in Appendix 3, would deliver permanent revenue savings over the next three years. There are a total of 16 proposals with a total saving value of £7.661m.

Recommendations

The Committee are asked to:-

- 1. Note the service models set out in Appendix 2;**
- 2. Note and comment on the savings proposals set out in Appendix 3;**
- 3. Ask officers to bring back further detailed savings proposals in October which will contribute to the development of budgets based on 75% of the Committee's addressable spend, to allow for choices and options to be considered, and to support the delivery of a balanced budget for 2016-17, for subsequent consideration at Policy & Resources Committee in October.**

- 1.1. Re-Imagining Norfolk, agreed by Policy and Resources in June, sets out a direction for the County Council which will radically change its role and the way it delivers services. It commits the Authority to delivering the Council's vision and priorities for Norfolk making it clear that the future lies in working effectively across the whole public service on a local basis.
- 1.2. As an early step in the Council's approach to service and financial planning for 2016-19, Committees were asked to consider the impact of re-modelling their services based on 75% of their current addressable spend.
- 1.3. At the last meeting, Members had the opportunity to comment on a high level strategy for the services covered by this committee, and agreed to ask the Executive Director to develop potential models of 'services for the future' and prepare options of what these services could look like in three years' time, with 75% of addressable spend.
- 1.4. This paper sets out further detail about new service models, and includes an initial set of savings proposals for consideration.

2. Strategic and financial planning 2015-19 – re-imagining EDT Services

- 2.1. The financial challenges facing the Council are on such a scale that incremental budget cuts to existing services are unlikely to deliver the step change required. For this reason, Committees have been asked to Re-Imagine their services and to set out how the Committee's spending power will be used in the future.
- 2.2. This Committee has already been provided with financial information setting out 75% of its current addressable spend. As previously explained, this would address the forecast shortfall, and allow 'headroom' and choices for Members in making budget decisions. Figures for 84% of addressable spend are also included below – the spending figure which would close the shortfall, but not give choices or headroom.
- 2.3. Since that time, consideration has been given to what this could mean in practice in practical terms i.e. at 75% of addressable spend what services would be provided, what would we do less of, what would we need to stop doing etc. Further information on this is included in Appendix 2.

3. National financial context

- 3.1. The Summer Budget announced by the Chancellor on 8 July 2015 indicated that the pace of deficit reduction over this parliament would be similar to that experienced under the Coalition. This represents a longer and slower reduction of the deficit than that suggested by the previous budget in March 2015. A budget surplus is now forecast in 2019-20 – one year later than previously planned, with average reductions in the deficit of 1% of GDP a year.
- 3.2. Limited detail about the implications for Local Government was provided in the Summer Budget, but it did confirm that £37bn of savings need to be delivered over the life of this parliament, with £12bn from welfare and £5bn from tax-related measures being announced. The remaining £20bn of savings are expected to come mainly from Government departments, and will be announced at the Spending Review on 25 November 2015.

3.3. The key headlines from the Summer Budget which are likely to impact on Local Government are:

- The introduction of a new National Living Wage for the over 25s. The National Living Wage is set to reach £9.00 an hour by 2020, starting at £7.20 from April 2016. Work is currently underway to assess the full implications of the National Living Wage for the County Council. The impact on the Council's directly employed workforce is initially likely to be small (although it will increase up to 2020), however there is potential for significant cost pressures to be experienced in contracted services particularly within social care and waste.
- Further progress is to be made to deliver devolution to a local level. The first County devolution deal has been agreed with Cornwall and plans to give Local Authorities powers to set Sunday trading hours were confirmed.
- The standard rate of Insurance Premium Tax will increase from 6% to 9.5%
- The Chancellor announced plans for public sector pay increases to be limited to 1% for the next four years. This is likely to be taken into account in national pay negotiations.
- The Chancellor indicated that local authority pension funds will be forced to pool investments if they do not achieve agreed savings targets. The government will invite local authorities to propose their own plans to deliver "common criteria for savings", suggesting that authorities that do not come forward with sufficiently ambitious proposals will be required to pool investments.
- The Chancellor confirmed the £15bn of funding for new roads for the rest of the decade announced in the last parliament. A new Roads Fund is to be established from an updated Vehicle Excise Duty system.

3.4. There remains considerable uncertainty about how the £20bn of savings from Government departments will be achieved ahead of the Spending Review, although the Chancellor confirmed in the Summer Budget that Defence is to be added to the list of protected spending, joining Education, the NHS and International Aid. The effect of this continuing protection is to increase the impact of deficit reduction plans on the remaining unprotected areas. The Spending Review has directed Government departments to plan for reductions of 25% and 40% over the term of the parliament.

3.5. The County Council's individual funding allocation will not be known until the publication of draft Local Government Settlement figures, which are expected to be released in late December.

4. Council financial planning 2016-17 to 2018-19

4.1. Following the Summer Budget, limited additional information to inform financial planning has been forthcoming. As reported to Policy and Resources Committee in July, a projected budget 'gap' of £148.849m over the three years 2016-17 to 2018-19 has previously been identified. After taking account of savings agreed in the 2015-16 budget round totalling £33.875m, and a forecast council tax base increase of £4.381m, this leaves a net budget gap of £110.593m. Policy and Resources Committee has also agreed that additional 'headroom' of £58.000m should be built into the budget planning process to allow choices and options to be considered, as well as providing a contingency for adverse funding decisions by the Government. This total savings requirement of £168.594m represents a 25% reduction in "addressable" spend (the expenditure within the budget which can be influenced or controlled by services, which excludes items such as depreciation, pension amounts and long-

term contractual commitments such as PFI).

- 4.2. Details of initial savings proposals to close the budget gap for 2016-17 are set out for Committee consideration in this paper. Policy and Resources Committee has recommended that Committees continue to plan on the basis of the overall gap, but also consider the savings required to close the baseline gap of £110.593m. These positions are set out in Table 1 and 2 below.
- 4.3. It should be noted that the budget figures set out in this paper are based on an assumption that planned budget savings for 2015-16 and future years will be delivered. It is therefore highly important that achievement of current year budget plans remains a key priority for the remainder of the financial year.
- 4.4. The Executive Director of Finance is in the process of undertaking an assurance exercise on the deliverability of the previously budgeted savings for 2016-17 and 2017-18. Any shortfall or anticipated non-deliverability will be reported to a future meeting of the Policy and Resources Committee.
- 4.5. There are a number of risks to the delivery of budgeted savings in the current year. As such Policy and Resources Committee has recommended that Committees in September focus particularly on consideration of savings proposals which have the potential to be implemented in-year, to support the delivery of a balanced position for 2015-16.
- 4.6. The tables below provide illustrative budgets for the next three years, based on current planning assumptions. For planning purposes the supplementary tables set out details of what these budgets would require in respect of the budget gap identified for each year, by Committee. Table 1 provides details of the budgets including "headroom", allowing for greater Member choice in delivering a balanced budget, Table 2 sets out the budgets without that headroom.

Table 1: Illustrative budgets with reduction of 25% of addressable spend over three years

Committee	Gross Expenditure			
	15-16 £m	16-17 £m	17-18 £m	18-19 £m
Adults	358.963	332.535	315.686	308.170
Children's (Non Schools)	208.605	190.304	183.790	180.738
Communities	103.321	94.219	86.642	81.573
EDT	179.153	172.647	167.442	164.873
P&R (inc. Finance General)	156.698	152.859	148.080	144.592
Grand Total	1,006.739	942.564	901.640	879.947

- 4.7. The gross expenditure figures in Table 1 assume the following budget gap by Committee in each year:

Committee	Budget Gap (with headroom for Member choice)			
	16-17 £m	17-18 £m	18-19 £m	Total £m
Adults	27.223	27.943	19.631	74.796
Children's (Non Schools)	11.595	11.902	8.361	31.858
Communities	8.167	8.383	5.889	22.440
EDT	8.288	8.507	5.976	22.771
P&R (inc. Finance General)	6.089	6.250	4.391	16.729

Grand Total	61.361	62.985	44.248	168.594
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Table 2: Illustrative budgets without headroom (reduction of 16% of addressable spend over three years)

Committee	Gross Expenditure			
	15-16	16-17	17-18	18-19
	£m	£m	£m	£m
Adults	358.963	341.112	332.840	333.902
Children's (Non Schools)	208.605	193.957	191.097	191.698
Communities	103.321	96.792	91.788	89.293
EDT	179.153	175.259	172.664	172.707
P&R (inc. Finance General)	156.698	154.777	151.917	150.347
Grand Total	1,006.739	961.897	940.307	937.947

4.8. The gross expenditure figures in Table 2 assume the following budget gap by Committee in each year:

Table 2.1 Budget Gap (without headroom for Member choice)

Committee	16-17	17-18	18-19	Total
	£m	£m	£m	£m
Adults	18.646	19.366	11.053	49.064
Children's (Non Schools)	7.942	8.249	4.708	20.898
Communities	5.594	5.810	3.316	14.720
EDT	5.676	5.896	3.365	14.937
P&R (inc. Finance General)	4.170	4.331	2.472	10.974
Grand Total	42.028	43.651	24.914	110.593

4.9. Table 3 below provides details of the underlying assumptions for pressures and savings included in the illustrative budget figures set out in Tables 1 and 2. The outcomes of Service Committees consideration of initial savings proposals in their September meetings will be used to inform the preparation of an updated position to be reported to the Policy and Resources Committee at its meeting 28th September 2015.

Table 3: Budget planning assumptions 2016-17 to 2018-19

	Adults	Children's (Non Schools)	Communities	EDT	P&R (including Finance General)	Grand Total
	£m	£m	£m	£m	£m	£m
Gross Expenditure 2015-16	358.963	208.605	103.321	179.153	156.698	1,006.739
Inflation on gross expenditure 16-19	17.367	9.785	2.430	9.942	2.735	42.260

Legislative changes impact on gross expenditure 16-19	0.000	0.000	0.000	0.000	9.068	9.068
Demand and demographic growth on gross expenditure 16-19	18.076	6.108	0.000	0.000	0.000	24.184
County Council Plan changes on gross expenditure 16-19	0.000	0.000	-0.030	0.000	1.250	1.220
Previously identified savings on gross expenditure 16-19	-11.440	-11.901	-1.709	-1.451	-8.430	-34.931
Savings to be identified 16-19	-74.796	-31.858	-22.440	-22.771	-16.729	-168.594
Gross expenditure 2018-19	308.170	180.738	81.573	164.873	144.592	879.947
Add back budget gap "headroom"	25.732	10.959	7.720	7.834	5.755	58.000
Gross expenditure 2018-19 without headroom	333.902	191.697	89.293	172.707	150.347	937.947

5. Initial savings proposals

- 5.1. There are a total of 16 proposals that have been developed and are listed at Appendix 3. This includes proposals recommended by the Member Working Groups for the EDT Strategic Review; there is a separate paper on the agenda for this meeting relating to the recommendations from this group.
- 5.2. When developing these proposals, consideration has been given to whether services could be carried out by others e.g. the third sector and voluntary services and the community as well as considering if there are any services provided that do not have a statutory basis. Proposals have also been considered according to the impact and risk to the public.
- 5.3. Each of the proposals listed at Appendix 3 would deliver permanent revenue budget savings. For the next three years, these would total £7.661m:-

Saving category	Saving (£'000)		
	2016-17	2017-18	2018-19
Cutting costs	4,557	50	
Getting better value for money on what we spend	2,350		
Enabling communities and working locally			200
Helping people earlier			
More online services – serving people better through technology	-215	483	85

Being more commercial	100		51
Total	6,792	533	336

Note that Appendix 3 and the figures above do include the potential savings set out in the EDT Strategic Review report included elsewhere on the agenda for this meeting.

6. Further potential areas for savings

6.1. Work continues to identify further savings. Areas under consideration include:-

- One element of the reimagining Norfolk programme is enabling communities and working locally. This is about shifting our focus to a locality approach which allows a more integrated service model. We are considering how to take this forward within the Community and Environmental Services Department. There is potential to reorganise the highways maintenance area delivery from a four to three area structure, which will deliver a saving, if this fits in with the overall locality based approach developed.
- The review of existing operation and standards at household waste recycling centres may identify opportunities for further work and saving. There is a separate report on the agenda for this meeting about the review.
- Potential additional savings through reengineering highways processes. We have purchased a new Highways Management System and are in the process of putting new processes in place to enable us to transfer to the new system from 1 April. Members have previously agreed an efficiency saving for the highways service and the new arrangements being put in place are intended to deliver this saving. Early indications are that there may be scope to deliver additional savings through further process reengineering or extending the new system to other service areas.

6.2. As proposals are developed and finalised, equality impact assessments will be developed for proposals that potentially have an impact on identified groups with protected characteristics. A full equality impact assessment report will be published alongside the Policy and Resources budget papers for 8 February 2016.

7. Next steps

7.1. Committee Chairs will be asked to update Policy and Resources Committee on service and financial planning when it meets on 28 September 2015. In line with its constitutional role, Policy and Resources Committee may at this point need to provide further guidance for service committees in the light of any updated financial forecasts.

7.2. All service committees are meeting during October and will be requested to finalise and agree a future model of services and a set of savings proposals for 2016-19, highlighting those which require formal public consultation.

7.3. The full set of proposals will be considered by Policy and Resources Committee at its meeting on **26 October 2015**. At this meeting Policy and Resources Committee will receive advice and recommendations from Committees and will:

- Review all proposals from Committees to ensure that collectively they will enable the Council to achieve a balanced, sustainable budget;

- Agree any proposals which require more detailed formal consultation because of their impact on specific users or residents;
- Agree arrangements for assessing the impact of any proposals in line with;
- Equalities legislation, ensuring there are sound arrangements for individuals and groups directly affected by potential proposals to have an opportunity to voice their views.

7.4. In November, Committees will be able to consider feedback from statutory consultation and engagement so far. The consultation will close at **midnight on Thursday 14 January 2016**. At their meetings in the last week of January, Committees will review the findings and public consultation, the outcome of the local government settlement, other risk and impact assessments and agree final proposed budget savings.

7.5. It is the role of Policy and Resources Committee to recommend a set of proposals to Full Council. This will take place at its meeting on **8 February 2016** and Full Council on **22 February 2016** will agree the Council's budget.

8. Financial Implications

8.1. As set out above and in Appendices 1, 2 and 3.

9. Issues, risks and innovation

9.1. Issues, risks etc. have been considered as part of developing budget proposals for this committee to consider. The development of equality impact assessments, as relevant, and any public consultation process will provide further opportunities for issues and risks to be identified and considered.

10. Background

10.1. The Committee considered a report on Reimagining Norfolk at the 7 July 2015 meeting.

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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2016-17 Budget and Service Planning Timetable

Activity/Milestone	Time frame
Service Committees consider initial savings proposals and undertake service planning in the context of 75% of addressable budgets	September 2015
Policy and Resources Committee receive feedback on initial service and financial planning and review the latest forecast financial position for 2016-17 to 2018-19	28 September 2015
Member review of any further financial updates or information from expected Government consultations affecting funding settlement Service Committees consider further proposals for savings to close budget gap, and agree proposals requiring public consultation	October 2015
Policy and Resources Committee considers budget proposals in the round	26 October 2015
Consultation on new planning proposals and council tax 2016-17 to 2018-19	November 2015 to early January 2016
Spending Review 2015	25 November 2015
Assess implications of Spending Review 2015	Late November and December 2015
Service reporting to Members of service and budget planning – review of progress against three year plan and planning options and early feedback from statutory consultation and engagement activity	November 2015
Chancellor's Autumn Statement and Provisional Finance Settlement	Late December 2015
Consultation closes	Midnight on 14 January 2016
Service reporting to Members of service and financial planning and consultation feedback	January 2016
Committees consider outcomes of public consultation and local government settlement, and agree revenue budget and capital programme recommendations to County Council	Late January 2016
Policy and Resources consider consolidated budget position to recommend budget proposals to County Council	8 February 2016
County Council agree Medium Term Financial Strategy, revenue budget, capital programme and level of Council Tax	22 February 2016

EDT Committee Services at 75% addressable spend

The information below sets out an officer view of what services could look like at 75% addressable spend, with further commentary about what could be different at 84%. This has been compiled to help the Committee in its reimagining Norfolk deliberation i.e. to support the committee to identify priority areas etc.

The information below is not intended to be a proposal or any form (budget proposals are set out in Appendix 3). The information below is for modelling purposes only.

Economic Development and Strategy (EDS)

The 85% scenario sees EDS making savings of £100k which will limit the service's flexibility to provide project funding for key growth sectors (eg the NRP Proof of Concept fund to help commercialise scientific research) and to match-fund national and EU funding bids from local partners.

The 75% scenario would see **all** flexible budgets for sector funding, inward investment support and project match funding removed (eg the match funding for Hethel Innovation's ERDF programme to deliver business start up/growth support for innovative businesses) and we would need to explore alternative funding sources. Other activity that would go is the service's successful student conventions promoting careers in Norfolk's key growth sectors.

Environment service

Reduced core funding will see the environment service concentrating on meeting its core statutory responsibilities. It will deliver other services in partnership with communities or other bodies or where it is able to earn external income to help cross-subsidise the activity.

The service to support the Planning System with biological information on habitats and protected species to meet the statutory requirements of the Habitats Directive is commercially charged and seeing an increase in demand year on year. The business model offers a service that offers value for money and rates are regularly reviewed.

The Association of Local Environmental Records Centres provides a national standard for all biological record centres in Great Britain. NCC is already at minimum acceptable level for accreditation. Service levels required to meet accreditation criteria will be affected by any reduction in staffing levels so we need to balance this with the need to earn external income.

Norfolk Biodiversity Partnership, Norfolk Non-native Species Initiative. Funding for the service involves partnership working and is covered by SLA agreements. Reduction in NCC resources will reduce the team's capacity to engage with its partners and so reduce its ability to enter into such agreements.

Supporting the Planning System with landscape and ecological advice both for NCC led work (NDR) and Norfolk District Councils including supporting the Greater Norwich Growth Partnership. We will introduce a charging system to recover costs from developers wherever possible.

Tree & Woodland Advice to internal clients will be reduced with every effort made to maximise external income.

Norfolk Trails & Projects: Providing Communities and all people of all abilities barrier free access to Norfolk's Countryside. Further opportunities on external funding, further use of the use of volunteers and service re-organisation will be carried out to mitigate reduced funding in this area.

Flood and water management service

In the regulation of ordinary watercourses resulting from changes by residents/landowner/developers (in which consent is deemed if we do not approve/serve notice within 8 weeks), applications will not proactively be sought from developers; We will be unable to give informal advice to applications unless they pay a commercial rate for this. We would only be able to investigate incidents/complaints that involve internal flooding of at least five properties or flooding of critical infrastructure.

In our work removing existing properties from risk of flooding. (37,000 Dwellings, 10% of housing Stock), we will have reduced capacity to bid for funding and providing evidence to support the bids of others. In our role to Investigate and publish reports on the causes Flooding (statutory role as Lead Local Flood Authority) we would increase our threshold to investigate only when 5 or more properties are affected.

We have a new role Statutory Consultee to Local Planning Authorities on Sustainable Drainage (reducing future flood risk). This new role is un-funded and we require to find new funding to deliver this. We will develop a chargeable advice service to developers to support delivery of this work.

Gypsy and Roma Travellers service

This service is self-funded via a partnership agreement with Suffolk CC and Suffolk Districts and by maximising income from managed sites. Any reduction will impact on our SLA delivery with Suffolk and our ability to provide our charged advice service to Districts.

Historic environment service

NCC HES is the sole provider of information and expert planning advice on archaeology and the historic environment, to NCC, the District Councils, many other bodies and the people of Norfolk. We work with and complement the work of English Heritage (Historic England) and the District Councils, with no overlaps in responsibilities.

The 75% scenario will require the service to provide no more than the statutory required role with very limited discretionary work, which will be only externally funded. The service will reduce to externally funded Portable Antiquities advice/expert support (90% reduction in the number of objects recorded).

In 2014-15 we delivered 147 heritage events and supported 5,800 people in heritage activities supporting local communities and their active engagement with heritage. This service will cease at 75% funding. 84% funding will permit a small number of exceptional events to be delivered but with no dedicated support.

Planning services

In our role in development control for minerals & waste matters and NCC developments, we will not be able to commit to determine applications within statutory period or agreed timescales. We will need to review thresholds under which applications can be determined under delegated powers to include applications with Environmental Impact assessments and those with greater number of objections (e.g. 10-15). We will be unable to engage in detailed correspondence with parties regarding proposals and limit our capacity for Member training to 4 sessions per year.

Inspections for compliance with planning conditions at mineral & waste sites will be reduced by 45% or 50% based on an 84%/75% budget resource with a related reduction in enforcement capacity/action.

Investigation into complaints re planning breaches will be by exception. Where investigations are instigated they will be resourced by diverting staff from other areas within the planning service. A corresponding reduction in performance in these service areas would be anticipated.

Development and review of the minerals and waste development plans and providing policy and minerals safe guarding advice will be delayed, with the 75% scenario seeing us meeting a 7 year cycle rather than a 5 year cycle.

Waste service

New procurement in 2015/16 for residual waste contracts is expected to result in a further £2m reduction in costs based on current waste volumes (current budget £23m). However, with predicted increases in waste costs in the next 10 years, due to demographic growth (expected to be 15% higher based on current prices), a reduction in available finance (beyond contractual savings), would not allow us to deal with our statutory role of treating/disposing residual waste.

The statutory recycling credits (current budget £8m) paid to collection authorities cannot be legally withheld from authorities who reduce the residual waste stream through re-cycling initiatives.

The Council's network of 20 recycling centres would require to be reduced to approx. 7 – 8 centres (many of which would require significant development or re-location to meet Norfolk's needs) at a 75/84% budget level.

Highways and Transport Service

The impact of 25% reduction on our highways maintenance activities would be noticeable by the public who use the road network. Options that we would need to consider include turning off 10,000 street lights, reducing the winter gritting network by about 500 miles, and repairing 2,500 fewer potholes. Some routine maintenance activities would be carried out on a less frequent basis e.g. emptying fewer gullies each year, delaying the response to traffic signals faults and carrying out less grass cutting and weed spraying. We would reduce the number of highways depots from 4 to 3 and consider significant changes to Highways Ranger service.

The effect of a 25% reduction would impact on rural accessibility particularly those without access to a car. Reductions would affect up to 40 bus routes where we support

evening and weekend journeys, reducing or stopping flexi-bus and dial a ride type services and community transport grants. We'd stop producing printed timetable information and rely on supporting digital real time displays and web based information allowing passengers to self serve for this information.

We would look to remodel service delivery to a self-service model in many work areas, there would be an increase in turnaround times for dealing with highways development control applications, boundary searches and school transport applications that were not "straightforward". Casualty reduction work does not suit the self-service model and in those areas we would stop some activities like cycle training, road safety awareness.

Highway improvement scheme spending would effectively cease, except for externally funded schemes from central government, the LEP and development control. Overall a picture of declining rural accessibility, reduced resilience in winter and other extreme weather conditions and a generally declining state of road network.

Business Support and Development

Business Support and Development provides a range of general support across EDT services, including administration, purchasing/ordering, record management, projects and processes. The budget for the service is almost entirely made up of staffing and related costs. To deliver the service at 75% would require a 25% reduction in staffing levels, equating to up to 25 fte posts. Significant changes to processes would be needed to mitigate a reduction, some of which would require investment e.g. in IT software; without process changes there is a risk that tasks are just re-allocated to other staff, effectively 'shunting' the cost onto more expensive posts and reducing their capacity for service delivery.

[With budgets at 84% the reduction in staff levels would be less, equating to up to 15 fte posts.]

EDT Committee savings proposals

As a precursor to discussions within Committees and the wider community about how best to target spending and resources for the future, the Council has adopted a framework for a systematic review of our spending on services which has a series of strategic approaches. The EDT Committee savings proposals below have categorised into these six strategic approaches.

Note that the proposals and figures below do include the potential savings set out in the EDT Strategic Review report included elsewhere on the agenda for this meeting.

Summary of total savings identified against categories

	Saving (£'000)		
	2016-17	2017-18	2018-19
Cutting costs	4,557	50	
Getting better value for money on what we spend	2,350		
Enabling communities and working locally			200
Helping people earlier			
More online services – serving people better through technology	-215	483	85
Being more commercial	100		51
Total	6,792	533	336

- 1. Cutting costs** – every pound we cut in the first year will save us three in the third. We'll do this by increasing productivity and stopping doing some services that are not essential to our priorities.

Ref	Proposal	Saving (£'000)		
		2016-17	2017-18	2018-19
1.1	Reduce volume of core testing sampling carried out by Highways Laboratory	15		
1.2	Reduce spend on external network analysis and safety activities, including deployment of Traffic Marshalls in Norwich City centre	40		
1.3	Re-design the delivery model for the area based street works service	50		
1.4	Cease the direct funding to support economic development projects, and work with others to identify alternative ways to secure funding		50	
1.5	Remove the highway asset team budget for technical highways laboratory advice, and instead ensure are charges are included within relevant	67		

	scheme/project costs			
1.6	Redesign the highways bridges teams	100		
1.7	Remove vacant posts in business support	133		
1.8	Reduce/revise some non-safety critical highway maintenance standards	245	735	
1.9	Capitalise funding for some highway maintenance activities and realise a revenue saving as a result	3,000		
1.10	Redesign the historic environment service to deliver only the statutory service elements	172		
1.11	Start charging to provide specialist flood and water management advice			

2. Getting better value for money on what we spend – buying the right things at the best cost and thinking about new ways of doing things, like outsourcing (how we work with Norse), social enterprises (like Independence Matters) and making the most of our purchasing power by exploring options for buying things jointly with others.

Ref	Proposal	Saving (£'000)		
		2016-17	2017-18	2018-19
2.1	Redesign and new contract arrangements for the Norwich Park and Ride bus service and site management at Norwich bus station	350		
2.2	Savings from the planned re-procurement of waste contracts	2,000		

3. Enabling communities and working locally. We will look at how we can reduce reliance on high-cost services and work more locally - and closely - with other organisations. Many local services are working with the same families or individuals, so there is scope to do much more.

Ref	Proposal	Saving (£'000)		
		2016-17	2017-18	2018-19
3.1	Redesign the environment service so that it operates at 75% of current budget and increases use of volunteers and interns			200

4. Helping people earlier – promoting independence, supporting people into employment and to get good qualifications. Stepping in sooner before things reach crisis point.

No proposals for this category.

5. More online services – serving people better through technology. As well as being better for customers, this also saves money on paper transactions and processes.

Ref	Proposal	Saving (£'000)		
		2016-17	2017-18	2018-19
5.1	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.	-215	483	85

6. Being more commercial. We will look at ways of selling products and services to external customers.

Ref	Proposal	Saving (£'000)		
		2016-17	2017-18	2018-19
6.1	Cease providing match funding to Hethel Innovation for European funding bids and seek alternative match funding opportunities			51
6.2	Redesign the Developer services team to reduce reliance on recharged work and simplify the planning appeals function	100		

EDT Committee

Item No. 13

Report title:	Annual Local Levy Setting for the Regional Flood and Coastal Committees
Date of meeting:	18 September 2015
Responsible Chief Officer:	Tom McCabe
Strategic impact Under the Regional Flood and Coastal Committees (England and Wales) Regulations 2011, the County Council's appointed members of the Regional Flood and Coastal Committees (RFCCs) are entitled to vote on the levying of money from the County Council by the RFCC. The outcome of the local levy vote has a financial impact on the authority as well as a real terms impact on the availability of money to fund flood mitigation work. This money and the projects it funds help fulfil the council's ambitions and priorities for good infrastructure and supporting vulnerable people. For example, local levy has been used to fund surface water projects in Great Yarmouth and North Norfolk and to initiate a scheme providing property level protection measures for properties flooded in 2014.	

Executive summary

<p>Norfolk County Council (NCC) appointees to the Central and Eastern RFCCs exercise their voting rights in setting of a financial levy on the County Council.</p> <p>NCC has 1 vote (out of a maximum of 8) on the Central RFCC and 2 votes (out of a maximum of 10) on the Eastern RFCC.</p> <p>The levy for the 2015/16 financial year amounted to £740,498. The levy vote is based on a % change from the previous year's figures. In 2014/15 the Eastern area RFCC voted to increase the Levy by 5% and the Central area RFCC voted to increase the Levy by 1%. These decisions raised the amount of Levy paid by NCC by £29,828 in 2015/16.</p> <p>The annual levy from the County Council supports significant flood mitigation work as part of the RFCC programme and draws in approximately £5 of central government money for every £1 of local levy spend. The RFCC's oversee this programme of capital and maintenance works to reduce the risk from flooding and coastal erosion. Across the region, this programme will total almost £65m in 2015/16.</p> <p>Recommendations: Members are asked to decide on NCC's preferred position on the annual Local Levy setting to support member appointees in their levy setting vote at the Regional Flood and Coastal Committee meetings in October 2015.</p>
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1. **Proposal (or options)**

- 1.1. To decide on Norfolk County Councils position on the annual Local levy vote for the Eastern Regional Flood and Coastal Committee (RFCC) and the Central RFCC.
- Option A: 0% increase in Local Levy
 - Option B: 1% increase in Local Levy (based on the % increase agreed by the Central RFCC in 2014/15)
 - Option C: 2% increase in Local Levy (based on the County Council's budget planning assumptions on general prices inflation)
 - Option D: 5% increase in Local Levy (based on the % increase agreed by the Eastern RFCC in 2014/15)

2. **Evidence**

- 2.1. The Environment Agency raises a levy on upper tier and unitary Local Authorities each year. This is called the 'Local Levy'. The amount payable for each local authority is determined by reference to the Local Authority approved council tax base. Local Levy has been raised as a precept on Local Authorities for many years to enable Regional Flood and Coastal Committees (RFCCs) to fund local priority projects and support the Flood and Coastal Erosion Risk Management (FCERM) Programme.
- 2.2. In the 2015/16 financial year, Norfolk County Council paid a total of £740,498 in Levy contributions to the 3 RFCCs:
- Eastern: £619,444
 - Central: £120,251
 - Northern: £803

These payments come out of Norfolk County Council's finance general budget.

- 2.3. In 2014/15 the EDT Service Committee's proposal was to support levy increases up to 4.5%, however the Eastern area RFCC voted to increase the Levy by 5% and the Central area RFCC voted to increase the Levy by 1%. These decisions and changes in the council tax base raised the amount of Levy paid by £29,828 in 2015/16

3. **Financial Implications**

- 3.1. If both the Eastern and Central RFCCs decide to raise the Levy by 1% this will require NCC to provide an extra £7,397 in 2016/17 bring the total annual Levy paid to £747,895.

If both the Eastern and Central RFCCs decide to raise the Levy by 2% this will require NCC to provide an extra £14,810 in 2016/17 bring the total annual Levy paid to £755,308.

If both the Eastern and Central RFCCs decide to raise the Levy by 5% this will require NCC to provide an extra £36,985 in 2016/17 bring the total annual Levy paid to £777,483.

However, as each RFCC votes separately and may vote for a % increase not supported by NCC, the increase may be different to that recommended by this committee.

4. Issues, risks and innovation

- 4.1. The constitution of Regional Flood and Coastal Committees stipulates that only local authority appointees to the committee can vote on levy setting. As set out below in 5.2 a large number of local authorities are involved in levy setting of which Norfolk County Council is just one. This can mean in some years NCC appointees are outvoted. The effect of this is to bind the authority to the RFCC decision even if it is different from EDT's proposal.

5. Background

- 5.1. The Regional Flood and Coastal Committees bring together members appointed by Lead Local Flood Authorities (such as NCC) and independent members with relevant experience for three purposes:
- To ensure there are coherent plans for identifying, communicating and managing flood and coastal erosion risks across catchments and shorelines;
 - To promote efficient, targeted and risk-based investment in flood and coastal erosion risk management that optimises value for money and benefits for local communities;
 - To provide a link between the Environment Agency, LLFAs, other risk management authorities, and other relevant bodies to engender mutual understanding.
- 5.2. Norfolk County Council area is covered by 3 Regional Flood and Coastal Committees - Anglian Eastern, Anglian Central and Anglian Northern. These areas are based on river basin catchments.

The Anglian Eastern RFCC consists of:

A chair appointed by the Minister;

Persons appointed by or on behalf of constituent authorities;

Essex County Council	4
Norfolk County Council	2
Suffolk County Council	2
Southend on Sea Borough Council	1
Thurrock Council	1

The Anglian Central RFCC consists of:

A chair appointed by the Minister;

Persons appointed by or on behalf of constituent authorities;

Bedford Borough Council	1
Buckinghamshire County Council	1
Cambridgeshire County Council	2
Central Bedfordshire Council	1
Herefordshire County Council	1
Milton Keynes Council	1
Norfolk County Council	1
Northamptonshire County Council	1
Suffolk County Council	1

NCC have no representation on the Anglian Northern RFCC

- 5.3. Cllrs Mick Castle and Richard Bird are the NCC representatives on the Anglian Eastern RFCC.
Cllr Brian Long is the NCC representative on the Anglian Central RFCC.
- 5.4. Members vote on the setting of the Local Levy each year, using a simple majority system of a quorum of members. In the Anglian Eastern RFCC, at least 6 members must be present and therefore a decision can be passed by as few as 4 members. In the Anglian Central RFCC at least 5 members must be present (due to vote sharing the RFCC has 8 votes for 10 members) and therefore a decision can be passed by as few as 3 members.
- 5.5. The Anglian Eastern RFCC will meet on the 23rd October 2015 to discuss and decide the annual Local Levy setting.
The Anglian Central RFCC will meet on the 22nd October 2015 to discuss and decide the annual Local Levy setting.
- 5.6. The RFCC's oversee a programme of capital and maintenance works to reduce the risk from coastal erosion and flooding and to improve habitats and bio-diversity. Across the region, this programme will total almost £65m in 2015/16.
- 5.7. Local Levy - examples of Local Levy spend
- Undertaking capital works – new minor schemes or refurbishment of existing defences – locally important works
 - Continuing projects submitted for, but not achieving FCRM funding
 - Developing projects that have local importance and may achieve FCRM funding when developed.
 - Contributing to partnerships that achieve multiple objectives by funding the FCRM benefits
 - Extension of maintenance to lower risk systems
 - Programme to repair and replace assets on former Critical Ordinary watercourses
 - Delivery or extension of community actions for flood warning, flood resilience and emergency planning
 - Support delivery of surface water management plan actions.
 - Enabling environmental enhancements where previous FCRM measures have degraded habitat
 - Partnerships to promote flood awareness and encourage action by Small

and Medium Size Enterprises

- Projects attracting external funding
- FCRM element of wider community based projects, perhaps attracting wider regeneration funding from EU
- Undertaking investigations into flooding to determine cause and responsibility
- Delivery of minor additional benefits to encourage public buy-in for predominantly habitat based schemes
- Review of defences to update high risk area plans for climate change
- Funding staff and associated on-costs to manage the Local Levy Programme
- Invest to save initiatives to reduce future revenue dependency and to help enable others to take on maintenance activities.

5.8. In Norfolk, Local Levy has been used to:

- support the ongoing surface water management work in Great Yarmouth, King's Lynn, Cromer, Sheringham, North Walsham and Hemsby.
- support Environment Agency flood protection schemes in Norwich and Heacham.
- support a feasibility study for reducing the flooding on Wash Road, Welney
- to initiate a scheme providing property level protection measures for properties flooded in 2014

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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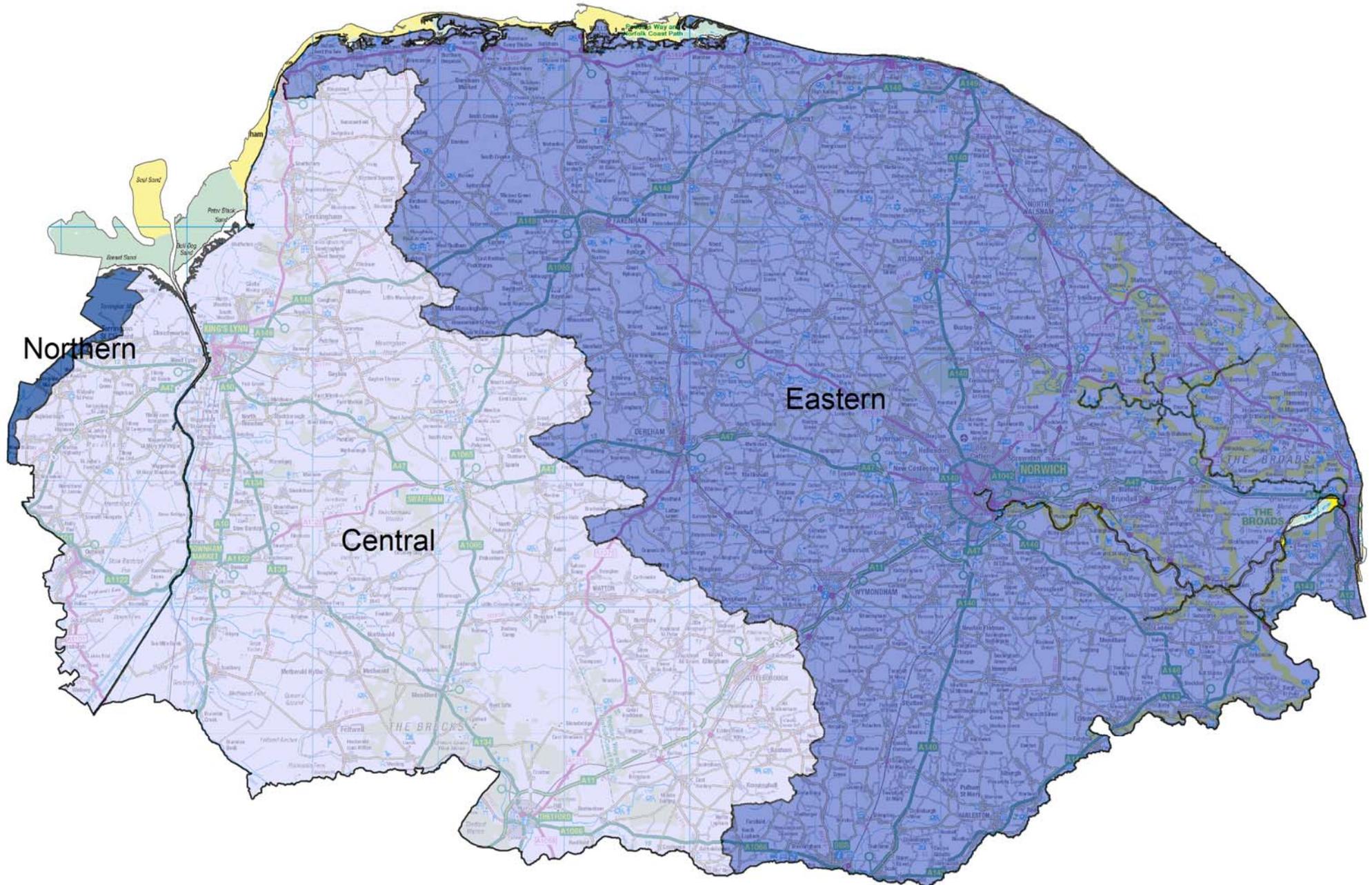
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Appendix A: Regional Flood & Coastal Committee areas in Norfolk



Environment, Development and Transport Committee

Item No. 14

Report title:	Decisions taken under delegated authority – update
Date of meeting:	18 September 2015
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact 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 provides an update on decisions taken under delegated powers by the Director in consultation with the Chairman and Vice Chairman up to 3 September 2015.

Recommendations:

To note the update.

1. Proposal

- 1.1. At the October 2014 meeting, the Committee agreed that, in the interests of openness and transparency, there would be a report at every Committee meeting outlining the decisions taken under delegated authority in consultation with the Chairman and Vice Chairman, or other similar decisions.

2. Evidence

- 2.1. Below are details of the decisions made up to 3 September 2015.

Decisions taken by Director in consultation with Committee Chair and Vice Chair

Subject: Norwich Distributor Route (NDR) Department for Transport (DfT)
Full Approval

Decision: To submit the completed approval document to DfT to request approval of funding for the project

Made by: The Executive Director of CES, in consultation with the Chair and Vice Chair of the Committee, the Executive Director of Finance and Head of Law.

At the 10 July 2015 meeting, this Committee agreed to delegate responsibility to the Executive Director of CES, in consultation with those named above, to agree details to be submitted to DfT as part of the full approval process.

Date: 27 August 2015

Petitions (decision taken by the Director in consultation with the Local Member, Committee Chair and Vice Chair

Nothing to report.

Officer Contact

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Environment, Development and Transport Committee

Item No. 15

Report title:	Forward Plan for Environment, Development and Transport Committee
Date of meeting:	18 September 2015
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.	

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 2 September 2015) is included at Appendix A.

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.**

1. Proposal

- 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 2 September 2015) 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. There have been some additions and changes to the Forward Plan since it was last reviewed by this Committee in July 2015. Most of the changes have been agreed at Committee meetings; changes made outside these meetings are

summarised below.

- Reports on the Annual review of the Enforcement policy, Norfolk Minerals and Waste Development Framework single issue review on silica sand and the King's Lynn and West Norfolk Settlements Surface Water Management report added for the October meeting.
- Three reports identified by the EDT Strategic Review Member Working Group added for November and January meetings (as detailed in the Strategic Review report elsewhere on the agenda for this meeting).
- Proposed amendments to Internal Procedures for responding to Consultations on Nationally Significant Infrastructure Projects (NSIPs) moved from September to November.
- Items for meetings in 2016 are now included on the Forward Plan, now that meeting dates for 2016 have been agreed.

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

2. Evidence

2.1. 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.

3. Financial Implications

3.1. There are no financial implications arising from the Forward Plan. Any financial implications relating to the issues/decisions included on the Plan will be considered and detailed in the relevant report to this Committee.

4. Issues, risks and innovation

4.1. 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.

5. Background

N/A

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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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.

Environment, Development and Transport Service Committee

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
16 October 2015 meeting			
Update from Economic Development Sub Committee	None	To note	Assistant Director Economic Dev and Strategy (Fiona McDiarmid)
Residual Waste Services – Decision to Award Contracts	Full Council may have to make the decision if the award is for arrangements over £100m	To award contracts if below £100m or make a recommendation to Full Council	Project Director – Residual Waste Services (Joel Hull)
Forward Plan	None	To review the Committee's forward plan and agree any amendments/additions.	Business Support and Development Manager (Sarah Rhoden)
Decisions taken under delegated authority	No	To note the decisions taken under delegated authority	Business Support and Development Manager (Sarah Rhoden)
Developing Re-imagining Norfolk	All committees will be considering a report on developing Re-imagining Norfolk during October	To further consider potential models for the service based on 75% of addressable spend and budget proposals.	Executive Director (Tom McCabe)
Performance and Risk Monitoring report (Quarter 1)	Link to Ec Dev Sub-Committee	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Daniel Harry)
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)

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
Annual review of the Enforcement Policy	Yes – Communities Committee will be asked to approve the Policy at their 21 October meeting	To confirm the Enforcement Policy and its appendices meet the requirements of EDT services, prior to consideration by Communities Committee (the approval body for the Policy).	Sophie Leney – Trading Standards Manager
Norfolk Minerals & Waste Development Framework - Single Issue review on Silica Sand	none	To review the second draft consultation document setting out the issue and options, agree any amendments/ additions and approve public consultation.	Planning Services Manager (Nick Johnson)
The King's Lynn and West Norfolk Settlements Surface Water Management Plan Report	none	To approve the adoption of the report	Interim Flood & water Manager (Mark Ogden)
20 November 2015 meeting			
Update from Economic Development Sub Committee	None	To note	Assistant Director Economic Dev and Strategy (Fiona McDiarmid)
Forward Plan	None	To review the Committee's forward plan and agree any amendments/additions.	Business Support and Development Manager (Sarah Rhoden)
Decisions taken under delegated authority	No	To note the decisions taken under delegated authority	Business Support and Development Manager (Sarah Rhoden)
Performance and Risk Monitoring report	Link to Ec Dev Sub-Committee	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Daniel

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
(Quarter 2)			Harry)
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)
Proposed amendments to Internal Procedures for responding to Consultations on Nationally Significant Infrastructure Projects (NSIPs)	No	Agree amended internal procedures	Stephen Faulkner
Opportunities to enable communities to pay to 'top-up' non-standard highways services	No. This report came from the recommendations of the EDT Strategic Review Working Group	To consider detailed proposals including details of any policy changes that may be needed, potential levels of charge and volumes.	Highways Maintenance Manager (Nick Tupper)
29 January 2016 meeting			
Update from Economic Development Sub Committee	None	To note	Assistant Director Economic Dev and Strategy (Fiona McDiarmid)
Forward Plan	None	To review the Committee's forward plan and agree any amendments/additions.	Business Support and Development Manager (Sarah Rhoden)
Decisions taken under delegated authority	No	To note the decisions taken under delegated authority	Business Support and Development Manager (Sarah Rhoden)
Performance and Risk	Link to Ec Dev Sub-	Comment on performance and	Business Intelligence and

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
Monitoring report	Committee	consider areas for further scrutiny.	Performance Analyst (Daniel Harry)
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)
Developing Re-imagining Norfolk	All committees will be considering a report on developing Re-imagining Norfolk during January	Continued consideration and finalisation of Committee's outcomes frameworks and spending targets.	Executive Director (Tom McCabe)
Better Broadband for Norfolk (6 monthly update)	No	Consider the progress made	Better Broadband for Norfolk Project Director (Karen O'Kane)
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)
Opportunities to increase commercial activity for the highways service	No. This report came from the recommendations of the EDT Strategic Review Working Group	To consider potential trading models, appetite in the market and any capital investment needed to put additional commercial activity in place.	Highways Maintenance Manager (Nick Tupper)
Illuminated signs – opportunities to change standards	No. This report came from the recommendations of the EDT Strategic Review Working Group.	To receive information on new Government guidance and proposals relating to the opportunities this provides to turn off some lights in illuminated signs.	Highways Maintenance Manager (Nick Tupper)
11 March 2016 meeting			
Update from Economic	None	To note	Assistant Director Economic

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
Development Sub Committee			Dev and Strategy (Fiona McDiarmid)
Forward Plan	None	To review the Committee's forward plan and agree any amendments/additions.	Business Support and Development Manager (Sarah Rhoden)
Decisions taken under delegated authority	No	To note the decisions taken under delegated authority	Business Support and Development Manager (Sarah Rhoden)
Performance and Risk Monitoring report	Link to Ec Dev Sub-Committee	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Daniel Harry)
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)
Street lighting	None	To receive an update on energy savings and consider recommendations on upgrading of remaining street lights	Highways Maintenance Manager (Nick Tupper)
20 May 2016 meeting			
Update from Economic Development Sub Committee	None	To note	Assistant Director Economic Dev and Strategy (Fiona McDiarmid)
Forward Plan	None	To review the Committee's forward plan and agree any amendments/additions.	Business Support and Development Manager (Sarah Rhoden)
Decisions taken under	No	To note the decisions taken under	Business Support and

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
delegated authority		delegated authority	Development Manager (Sarah Rhoden)
Performance and Risk Monitoring report	Link to Ec Dev Sub-Committee	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Daniel Harry)
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)
8 July 2016 meeting			
Update from Economic Development Sub Committee	None	To note	Assistant Director Economic Dev and Strategy (Fiona McDiarmid)
Forward Plan	None	To review the Committee's forward plan and agree any amendments/additions.	Business Support and Development Manager (Sarah Rhoden)
Decisions taken under delegated authority	No	To note the decisions taken under delegated authority	Business Support and Development Manager (Sarah Rhoden)
Performance and Risk Monitoring report	Link to Ec Dev Sub-Committee	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Daniel Harry)
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)
16 September 2016 meeting			

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
Update from Economic Development Sub Committee	None	To note	Assistant Director Economic Dev and Strategy (Fiona McDiarmid)
Forward Plan	None	To review the Committee's forward plan and agree any amendments/additions.	Business Support and Development Manager (Sarah Rhoden)
Decisions taken under delegated authority	No	To note the decisions taken under delegated authority	Business Support and Development Manager (Sarah Rhoden)
Performance and Risk Monitoring report	Link to Ec Dev Sub-Committee	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Daniel Harry)
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)
Norfolk Energy Futures	No. This report came from the recommendations of the EDT Strategic Review Working Group.	To review progress and, if a clear return on investment has not been delivered, consider ceasing the service in its current form.	Assistant Director Environment and Planning (David Collinson)
14 October 2016 meeting			
Update from Economic Development Sub Committee	None	To note	Assistant Director Economic Dev and Strategy (Fiona McDiarmid)
Forward Plan	None	To review the Committee's forward plan and agree any amendments/additions.	Business Support and Development Manager (Sarah Rhoden)

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
Decisions taken under delegated authority	No	To note the decisions taken under delegated authority	Business Support and Development Manager (Sarah Rhoden)
Performance and Risk Monitoring report	Link to Ec Dev Sub-Committee	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Daniel Harry)
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)
11 November 2016 meeting			
Update from Economic Development Sub Committee	None	To note	Assistant Director Economic Dev and Strategy (Fiona McDiarmid)
Forward Plan	None	To review the Committee's forward plan and agree any amendments/additions.	Business Support and Development Manager (Sarah Rhoden)
Decisions taken under delegated authority	No	To note the decisions taken under delegated authority	Business Support and Development Manager (Sarah Rhoden)
Performance and Risk Monitoring report	Link to Ec Dev Sub-Committee	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Daniel Harry)
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)

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
Required for every committee as agreed by Chair and Vice Chair			
Update from Economic Development Sub Committee	None	To note	Assistant Director Economic Dev and Strategy (Fiona McDiarmid)
Forward Plan	None	To review the Committee's forward plan and agree any amendments/additions.	Business Support and Development Manager (Sarah Rhoden)
Decisions taken under delegated authority	No	To note the decisions taken under delegated authority	Business Support and Development Manager (Sarah Rhoden)
Performance and Risk Monitoring report	Link to Ec Dev Sub-Committee	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Daniel Harry)
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)