

Infrastructure and Development Select Committee

Date: **Wednesday 12 July 2023**
Time: **10am**
Venue: **Council Chamber, County Hall, Norwich**

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

Membership:

Cllr James Bensly (Chair)
Cllr Vic Thomson (Vice Chair)

Cllr David Bills
Cllr Claire Bowes
Cllr Graham Carpenter
Cllr Chris Dawson
Cllr Jim Moriarty (Spokes)
Cllr Saul Penfold (Spokes)

Cllr William Richmond
Cllr Chrissie Rumsby (Spokes)
Cllr Robert Savage
Cllr Maxine Webb
Vacancy

**For further details and general enquiries about this Agenda please contact the
Committee Services Officer, Nicola Ledain:
email committees@norfolk.gov.uk**

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

Advice for members of the public:

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It will be live streamed on YouTube and members of the public may watch remotely by clicking on the following link: [Norfolk County Council YouTube](#)

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We have amended the previous guidance relating to respiratory infections to reflect current practice but we still ask everyone attending to maintain good hand and respiratory hygiene and, at times of high prevalence and in busy areas, please consider wearing a face covering.

Please stay at home if you are unwell, have tested positive for COVID 19, have symptoms of a respiratory infection or if you are a close contact of a positive COVID 19 case. This will help make the event safe for attendees and limit the transmission of respiratory infections including COVID-19.

A g e n d a

1 To receive apologies and details of any substitute members attending

2 Minutes

To confirm the minutes of the meeting held on 17 May 2023.

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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, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

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

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

5 Public Question Time

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Thursday 6 July 2023**. For guidance on submitting a public question please visit <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee>

6 Local Member Issues/Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Thursday 6 July 2023**.

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Report by the Interim Director of Community and Environmental Services | Page 56 |
| 10 | Performance of Key Highway Contracts
Report by the Interim Executive Director of Community and Environmental Services | Page 65 |
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Report by the Interim Executive Director of Community and Environmental Services | Page 109 |
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Report by the Interim Executive Director of Community and Environmental Services | Page 129 |
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Report by the Interim Executive Director of Community and Environmental Services | Page 139 |
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Report by the Interim Executive Director of Community and Environmental Services | Page 146 |

Group Meetings:

Conservative	9:15am
Labour	9:00am
Liberal Democrats	9:00am

Tom McCabe
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Infrastructure and Development Select Committee

Minutes of the Meeting Held on Wednesday 17 May 2023
10.00am, held at County Hall, Norwich

Present:

Cllr James Bensly – Chair

Cllr David Bills
Cllr Chris Dawson
Cllr William Richmond
Cllr Chrissie Rumsby

Cllr Vic Thomson
Cllr Maxine Webb
Cllr Tony White

Also Present:

Cllr Margaret Dewsbury	Cabinet Member for Communities and Partnerships
Cllr Graham Plant	Cabinet Member for Highways
Cllr Eric Vardy	Cabinet Member for Environment and Waste

Also Present:

Naomi Chamberlain	Senior Planner, CES
Paul Harker	Place Planning Manager, Children's Services
Martin Horlock	Specialist Advice Manager, CES
Nick Johnson	Head of Planning, CES
Sophie Leney	Head of Trading Standards, CES
John Jones	Head of Environment, CES
Nicola Ledain	Committee Officer, Democratic Services
Steve Miller	Director of Culture and Heritage, CES
Sarah Rhoden	Director of Community Learning and Information CES
Ceri Sumner	Director of Fire and Rescue Service, NCC
Laura Waters	Strategic Planning Team Manager, CES
Charlotte Watts	Lead Project Manager (Delivery – Green Spaces)

1. Apologies and substitutions

1.1 Apologies received from Claire Bowes, Jim Moriarty and Robert Savage.

2. Minutes

2.1 The minutes of the meeting held on 15 March 2023 were agreed as a true record and signed by the Chair.

3. Declarations of Interest

3.1 There were no interests declared.

4. Items of Urgent Business

4.1 There was no urgent business.

4.2 The Chair took the opportunity to report to the committee that, following the council meeting on 9 May 2023 and the agreed motion below, a report would be brought to the committee by the end of the year;

Council believes sewage discharges in rivers and coastal waters is unacceptable. There is a direct and indirect adverse impact on water quality, the environment, human health, amenity and businesses. It also damages the reputation of our beautiful county.

Council regrets the lack of urgency and meaningful sanctions for sewage discharges and recognises increased development in Norfolk will add to the problem in future unless action is taken at source.

Council welcomes the government's intention to consult on the introduction of Schedule 3 of the Flood and Water management Act 2010 and urges government to expedite the process.

Council believes Water companies should be held automatically liable for any sewage discharge.

Council requests the Infrastructure and Development Select Committee to explore existing powers and opportunities available to Norfolk County Council in order to –

1. enforce fines on water companies
2. ensure compensation is paid by water companies for direct and indirect financial losses of those, particularly businesses, near to or affected by discharges and to report back findings and recommendations to Council by no later than December 2023.

5. Public Question Time

5.1 There were 2 public questions received and these are attached at appendix A. Responses had been circulated and published on the website.

6. Local Member Issues / Questions

6.1 There was 1 local member question received and this is attached at appendix A. The response had been circulated and published on the website.

7. Trading Standards Service Plan

7.1 The Committee received the report which provided the Committee with the Trading Services Service Plan 2023/24 which included The Enforcement of Age Restricted Sales and Illegal Tobacco Products Plan which enabled the County Council to discharge its statutory duty to annually consider and review its enforcement of the Children and Young Persons (Protection from Tobacco) Act 1991 and the Anti-Social Behaviour Act 2003. The Plan also included The Food and Feed Law Enforcement Plan which was also a statutory plan required by the Food Standards Agency, which incorporated work that was intended to protect the food supply chain,

covering both food production and control of animal feed used for animals intended for human consumption.

- 7.2 The Chair invited Cllr Dewsbury to introduce the report.
- 7.3 In addition to the report, the Head of Trading Standards explained that following recent proposals regarding the Retained EU Law Bill, the number of legislative changes being passed this year would be less than expected, which was positive for local businesses in understanding their obligations and for officers who would have fewer changes in the law to gain an understanding of.
- 7.4 During the discussion, the following points were noted:
- 7.4.1 In response to a question regarding what members could do to help with recruitment and retention given the increase of work caused by new legislation, the Head of Trading Standards responded that a cohort of 10 trainees who were recruited last year had recently completed stage 1 of their professional qualification and sat their first exams. Having already lost staff, it was envisaged that the service would lose more due to the age demographic of the service so further recruitment is necessary. Central government had considered a potential bursary to assist local authorities with training and this would be welcomed as there needed to be a strong national profession. There was a safeguard in place that the trainees had to repay their training fees if they chose to leave Norfolk County Council (NCC) within 2 years of qualification. As most of the cohort were local or had relocated and settled in Norfolk, the service was confident that they would stay.
- 7.4.2 The Head of Trading Standards reported that they had introduced a market supplement to be able to attract and retain officers. The benefit of Norfolk over other national locations was that people enjoyed living in Norfolk and were often content to stay, rather than having to relocate to work in a neighbouring authority.
- 7.4.3 The move of Trading Standards to Norfolk Fire and Rescue Service would help with staff wellbeing and workplace tensions that had been referred to in the report. The Director of Fire and Rescue was currently completing work regarding staff wellbeing and it would be a good opportunity to be able to be considered within that remit and learn what was being introduced to help support staff wellbeing.
- 7.4.4 Members heard that the weighing equipment used as part of the commercial activities and traded service of Norfolk Calibration Services were incredibly accurate and could pick up vibrations from miles away. They needed to be situated where environmental factors could not interfere with them. It was becoming more vital that the service moved to larger premises, and premises were being considered. This would enable more income generation, allow improvement of the online customer offer and fulfil the needs of the current well-established customer base.
- 7.4.5 With reference to page 37 of the report, the Head of Trading Standards reported that the lack of qualified staffing had affected the Service's ability to attract income from commercial advice for local authority businesses. She explained that if officers found non-compliance, advice was provided to enable the business to comply with the law. basic advice was given without charge. Bespoke, more complex advice could be provided but at a charge. The qualified staffing levels needed to be increased to be able to provide more bespoke chargeable advice.

- 7.4.6 Officers asked for a presentation or briefing online or face to face to explain more about Trading Standards and what they do. It was also requested that vaping information was included in the presentation as that was of particular concern. Members also asked if there were statistics on fires related to vapes
- 7.4.7 Officers asked that it was particularly highlighted to Cabinet that members fully supported the rolling trainee programme as that was crucial to the service being at a fully qualified staffed level and would give more opportunities for income generation.
- 7.4.8 The Cabinet Member for Communities and Partnerships recommended that members could be involved with the promotion of the dangers of vaping. Material could be given out either in the form of posters or something online which could then be shared.

7.5 **RESOLVED**

1. To review and comment on the Trading Standards Service Plan 2023/24 (Appendix 1) including:
 - Annex I: Enforcement of Age Restricted Sales and Illegal Tobacco Products Plan 2023/24 (Appendix 2 to this report)
 - Annex II: Food & Feed Law Enforcement Plan 2023/24 (Appendix 3 to this report), and
 - Annex III: Delivery of Animal Health & Welfare Framework 2023/24 (Appendix 4 to this report) prior to consideration by Cabinet.
2. To particularly highlight to Cabinet that the rolling trainee programme was fully supported.
3. That a briefing regarding the work of Trading Standards to committee members would be organised.
4. That members helped promote the dangers of vaping.

8. **Planning Obligation Standards 2023**

- 8.1 The Committee received the report which considered proposed amendments to the County Council's Planning Obligations Standards (the Standards), which were first introduced in 2000 and have been subsequently updated on an annual basis thereafter. The Standards primarily focus on developer funding towards County Council infrastructure including education, library, green infrastructure, and fire service provision (fire hydrants secured through planning condition) required as a consequence of new residential development.
- 8.2 Cllr Graham Plant introduced the report.
- 8.3 Officers explained following an evidence-based review of government guidance, infrastructure costs and obligations sought by neighboring County Councils that the current costs sought in Norfolk fall below the amount sought elsewhere. Further work will be undertaken to bring NCC in line with statistical and neighboring authorities, and it was agreed the proposed increased costs would be considered by Cabinet.
- 8.4 During the discussion, the following points were noted:

8.4.1 In recognition of the higher demand for SEND places, a contribution from developers for SEND places was now being requested. The Place Planning Manager explained that some of the costs of SEND provision would be offset by monies from developers. The cost per place of a SEND place was based off of national guidance. When seeking contributions for SEND places the County Council would assess the existing capacity of SEND schools. The proposal, as referred to on page 106 of the report, was to further support the funding mechanism that already is in place when seeking contributions for mainstream schools. The multiplier to be used when seeking SEND places will be 0.01, meaning that SEND places, if required would only be sought on developments of 100 dwellings or more.

8.4.2 Members asked what procedures or mechanisms are in place to ensure County Council obligations are secured. Officers explained the Standards provide a clear and effective mechanism for securing funding from housing developers and are also cited in District Local Plans. The team is consulted on all planning applications of over 20 dwellings or more, the County Council shares its response with the Local Planning Authority and all applications are carefully logged and monitored. We work closely with District colleagues when preparing Section 106 agreements and ensure all obligations meet the three tests set out in the National Planning Policy Framework. The County Council also has a statutory requirement to produce a [Infrastructure Funding Statement](#) covering developer agreements, contributions and agreement transactions.

8.5 **RESOLVED**

To review and comment on the amended 2023 Planning Obligations Standards prior to consideration by Cabinet.

9. **Norfolk County Council Local List for Validation of Planning Applications 2023**

9.1 This report is to advise the Select Committee of the consultation of the draft Local List and seek comments for consideration by Cabinet. Once the Local List was formally adopted, it would be published on the Council's website and form part of the planning validation process.

9.2 **RESOLVED**

To consider the draft Local List consultation feedback, the draft Local Lists and make any comments for consideration by the Cabinet.

10. **Tree Health: Ensuring Resilience of Tree Stocks and Public Safety**

10.1 The Committee received the report which set out an end of year analysis of the ongoing work and provided evidence of the ongoing need for the project and resources to facilitate this.

10.2 The Chair asked the Cabinet Member for Environment and Waste to introduce the report.

10.3 During the discussion, the following points were noted:

10.3.1 At the start of the project, it was initially thought that most of the trees that would need work would belong to NCC, however, it had evolved that many of those trees

that needed work did not belong to NCC. Most of the budget was now being used on staff to provide information and guidance, supporting landowners, and identifying the owners of those trees that needed attention. Officers explained that if it was a dangerous tree that needed to be removed urgently due to public safety, NCC would take ownership.

- 10.3.2 Officers were aware that the communication around the work that was being undertaken needed improvement. The service were currently working with colleagues in the communications team to develop an awareness raising campaign and to upload more information onto the website explaining what work was being done and why. As the work involved a high risk to the public there was little alternative to carrying out the project. Officers reported that they were working closely with highways who would essentially be those who closed the roads. This could often happen quickly which prevented a lot of notice. It was acknowledged that more could be done to warn local members when works were being carried out so they could inform or answer queries from residents.
- 10.3.3 When the trees were taken down, they were in most cases replaced. If they had been taken from near the highway and it wasn't suitable or safe to replace like for like, they would be replaced in a more suitable location. Officers also explained that funding was being applied for regularly to help with the replacement of those trees that had to be removed and those replacement trees would not count towards the '1 million trees' initiative. The Cabinet Member for Environment and Waste confirmed that NCC officers were working with colleagues at Norwich City Council with the aim to replace those trees removed from the city area, but it wasn't an easy process.
- 10.3.4 With regards to the Norwich Western Link and the removal of the trees, there would be a plan for the mitigation of the loss of trees and officers would be involved in the planning application of that project.

10.4 **RESOLVED**

1. The committee supported the continuation of the current targeted survey programme to identify and undertake remedial work or removal of trees that pose a potential risk to the public
2. The committee supported the expansion the survey beyond ash trees to recognise the potential threats to other species and to acknowledge the reduced risk to the public that a comprehensive survey and action approach was providing

11. **Tree Planting in Norfolk, including Country Parks**

- 11.1 This paper proposed that NCC purchases sufficient land to plant 500,000 trees over the next two planting seasons. Creating woodland with public access would fulfil the existing commitment to create a country park in Norfolk.
- 11.2 The Cabinet Member for Environment and Waste introduced the report.
- 11.3 The Lead Project Manager informed the committee that Norfolk was the only authority to have committed to plant 1 million trees in 5 years. Other local authorities who had made a similar commitment had chosen to spread it over 10 years.
- 11.4 During the discussion, the following points were noted:

- 11.4.1 Whilst the country park project was supported, it was also important that the current projects to plant the trees in other locations continued. Parish councils and residents in many areas were enthusiastic and had made plans. Officers commented that past initiatives for communities to obtain free or low cost trees would still continue for the next couple of years and there could be opportunities for that to continue beyond. Officers were always keen to hear of any initiatives in areas which would increase tree planting particularly where it added value to communities. New initiatives for communities would be shared with members as soon as possible.
- 11.4.2 Although the target date for completing the project could be extended if council decided, officers had provided a solution which achieved the target in the originally set timescale. By completing it in that timescale, it had a number of benefits and by creating a woodland of their own, NCC would gain carbon credits which, in time could be used to offset their own residual emissions. Within 10 years of the trees in the country park being planted, carbon credits would be generated which could be used as offsets. The park would offset circa 150k tonnes of carbon and NCC's residual annual emissions are expected to be 2500 tonnes. The carbon could not be reduced to zero by demand or managed led as the services that NCC provided to the public would not allow that. The country park that was being proposed would be for the benefit of Norfolk residents and give them the opportunity in Norfolk to enjoy exercise and nature.
- 11.4.3 The costings would soon be considered by Cabinet. The cost benefit calculation figure would be proved to be good value and the return would clearly show that it was a sound investment.
- 11.4.4 There could be potential for tree planting on landfill sites, and colleagues in waste had been hugely supportive and were considering opportunities where possible. Planting on landfill sites would continue where it was possible to do so.
- 11.4.5 Officers reassured members that thorough detail had gone into the cost benefit analysis of the proposal. The proposal was started in 2020 and there had been in-depth research and investigations carried out to the benefits of creating the woodland area.
- 11.4.6 Members felt it was important to note that the planted trees would need to be maintained otherwise it was pointless planting them. Officers explained that the maintenance was crucial. For this particular project the proposal for maintenance was to work with Forestry England. They would, through a lease agreement of between 60 and 120 years, pay for the maintenance costs which would mean that NCC were not obligated for the maintenance.
- 11.5 The following amendment to the recommendations was moved and duly seconded. Delete recommendation 1 in the report and replace with:
- 1) Officers to report back to the Infrastructure and Development Committee with a revised delivery plan for the 1 million trees project, as soon as practicable, to include the following:
 - a. Detailed projections of current workstream planting projects outcomes
 - b. A revised, realistic deadline to deliver the initial 1 million tree target

- c. A proposal, with initial project timescales, to extend tree planting to 1.25 million and then 1.5 million trees, in order to continue the Council's commitment to this environmentally important project beyond 2024

- 2) Recommend to Cabinet that the Council supports the creation of Cringleford Country Park and will work with partners, including Cringleford Parish Council, South Norfolk District Council and the Greater Norwich Growth Board to help deliver this project.

11.5.1 Following debate and discussion, members commented that there wasn't enough readily available information regarding item 2 of the above amended recommendation. Officers also explained that the current Green Infrastructure Strategy for the Norwich Growth Board was being updated and this would include community ideas. The advantage of it being picked up through that process was that the location would become registered as a potential location for community infrastructure levy.

11.5.2 It was agreed that the following amendment would be voted upon;

- 1) Officers to report back to the Infrastructure and Development Committee with a revised delivery plan for the 1 million trees project, as soon as practicable, to include the following:
 - a. Detailed projections of current workstream planting projects outcomes
 - b. A revised, realistic deadline to deliver the initial 1 million tree target
 - c. A proposal, with initial project timescales, to extend tree planting to 1.25 million and then 1.5 million trees, in order to continue the Council's commitment to this environmentally important project beyond 2024

11.5.3 After a show of hands, with 5 in favour and 3 against, the recommendation was **CARRIED**.

11.6 **RESOLVED**

- 1. That the committee comment on and recommend this proposal to Cabinet
- 2. That officers report back to the Infrastructure and Development Committee with a revised delivery plan for the 1 million trees project, as soon as practicable, to include the following:
 - a. Detailed projections of current workstream planting projects outcomes
 - b. A revised, realistic deadline to deliver the initial 1 million tree target
 - c. A proposal, with initial project timescales, to extend tree planting to 1.25 million and then 1.5 million trees, in order to continue the Council's commitment to this environmentally important project beyond 2024

12. **Forward Work Programme**

12.1 The Select Committee received the report by the Executive Director of Community and Environmental Services which set out the Forward Work Programme for the Committee to enable the Committee to review and shape.

- 12.2 Members identified that the forward plan seemed very healthy. Information only items could be considered by the committee by alternative means such as an information briefing circulated by email. It was also suggested that extra meetings could be considered if the committee felt that there was not enough time to sufficiently discuss the items listed.
- 12.3 Having reviewed the report, the Select Committee **AGREED** the Forward Work Programme set out in Appendix A.

The meeting closed at 12.15pm

Chair



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Infrastructure and Development Select Committee

Item No: 7

Report Title: Strategic and Financial Planning 2024-25

Date of Meeting: 12 July 2023

Responsible Cabinet Member: Cllr Andrew Jamieson (Cabinet Member for Finance)

Responsible Director: Harvey Bullen, Director of Strategic Finance

Executive Summary

The appended report, which was considered by Cabinet in June 2023, marks the beginning of the Council's budget setting process for 2024-25. As in previous years, Cabinet is inviting Select Committee input into the 2024-25 budget process, in respect of the approach to the development of saving proposals. This Select Committee report appends the Cabinet report in order to provide the latest information about the context for 2024-25 Budget setting which is intended to support Select Committee discussion and to enable them to provide input to future meetings of Cabinet to inform budget decisions.

This report therefore forms an important part of the process of developing the 2024-25 Budget, representing a key opportunity for the Select Committee to provide its views on priorities and the approach to preparing budget proposals for the services within its remit.

Recommendations / Action Required

The Select Committee is asked to:

1. Consider the Budget and Medium Term Financial Strategy position as reported to Cabinet in June 2023 (Appendix 1), noting in particular the following elements as set out in the appended report, which form the context for 2024-25 budget setting:
 - a. the budget gap for 2024-25 and the Medium Term Financial Strategy (MTFS) period.
 - b. The Departmental saving targets.
 - c. The overall timetable and approach to developing the 2024-25 Budget.

2. Agree that the Committee will provide input to the 2024-25 Budget process in July (this meeting) and in November, with the latter (November) report providing an opportunity to comment on the detailed savings proposals being taken to public consultation.
3. Consider the key issues for 2024-25 budget setting as they pertain to the services within the Select Committee's remit (as set out in this paper, the appended Cabinet report, and the 2023-24 Budget Book), and in particular to endorse:
 - a. The overall service strategies as set out within the 2023-24 Budget Book.
 - b. The budget setting principles set out in Section 3 of the appended Cabinet report, which will provide the broad framework for savings development for services within the Select Committee's remit.
4. Consider whether there are any specific areas of activity that the Select Committee would recommend exploring for savings development, in order to provide input to the 2024-25 budget process and inform the saving proposals put forward to Cabinet later in the year.

1. Background and Purpose

- 1.1. At the Cabinet meeting held on the 5 June 2023, members received the appended paper: Strategic and Financial Planning 2024-25 (Appendix 1). The minutes and associated papers for this meeting, including the summary of decisions notice can be found [here](#).
- 1.2. As part of setting the 2023-24 Budget, the Council's three Select Committees received reports on the approach to developing budget proposals during the year. Cabinet has agreed to continue this approach in relation to developing the 2024-25 Budget and this report therefore represents the first opportunity for Select Committees to provide input to 2024-25 budget setting at a formative stage. A further report is intended to be brought to the November Select Committee cycle to enable comments on substantive proposals once they have been developed and published for public consultation.

2. Proposal

- 2.1. The report to June 2023 Cabinet reproduced as Appendix 1 provides an overview of the financial planning context for the County Council, including:
 - The Medium Term Financial Strategy (MTFS) 2023-28, including details of assumptions about pressures and challenges within the financial model.
 - The financial context for budget setting including the Spending Review 2021, Autumn Budget 2022 and DLUHC Policy Statement, which provided indications of the medium term financial envelope within which local

authorities will operate for 2024-25, and the implications for Norfolk County Council's 2024-25 budget.

- The wider financial and organisational context underpinning the process of developing the 2024-25 budget.
- An overview of the proposed budget setting process and the proposed savings targets, broken down by department.

2.2. The Select Committee's views are sought in relation to the services within its remit on key issues for 2024-25 budget setting and the broad areas proposed for savings development, in order to help shape budget and saving proposal development for 2024-25, assist in the identification of key pressures and priorities for the 2024-25 Budget, and (ultimately) to inform the budget proposals to be considered by Cabinet later in the year.

2.3. The financial approach and key strategies for Directorates delivering services which fall broadly within the remit of this Committee have been set out within the County Council's [2023-24 Budget Book](#).

3. Impact of the Proposal

3.1. Select Committee input will support in shaping budget proposals and thereby contribute to the 2024-25 budget setting process. Individual recommendations from Select Committees will help to inform budget proposals and will therefore ultimately impact on Departmental budgets and service delivery for 2024-25. Details of specific impacts will be identified and reported in later stages of the budget process. Further impacts are also set out in the appended Cabinet paper.

4. Evidence and Reasons for Decision

4.1. As set out in the appended report.

4.2. The Council is legally required to set a balanced budget annually. The appended Cabinet report outlines the wider financial and organisational context underpinning the 2024-25 budget setting process.

4.3. Select Committees have a specific role in policy development and therefore are invited to comment and advise Cabinet on budget options within their remit as in previous years.

5. Alternative Options

5.1. As set out in the appended report, a range of options remain open at this stage. The purpose of this report is to provide Select Committees with an

opportunity to engage with the budget process and inform the development of specific options for the 2024-25 Budget.

6. Financial Implications

6.1. Immediate financial implications are highlighted in the appended report. Any implications arising from the Select Committee's comments will be reported to a future meeting of Cabinet as part of 2024-25 budget setting as appropriate.

7. Resource Implications

7.1. **Staff:** There are no direct implications arising from this report although existing saving plans will include activities linked to staffing budgets. In addition there is a potential that further staffing implications may arise linked to specific saving proposals developed. These implications will be identified and reported as they arise later in the budget planning process.

7.2. **Property:** There are no direct property implications arising from this report although existing saving plans will include activities linked to property budgets and assumptions around capital receipts to be achieved. In addition there is a potential that further property implications may arise linked to specific saving proposals developed and these implications will be identified and reported as they arise later in the budget planning process.

7.3. **IT:** There are no direct IT implications arising from this report although existing saving plans include activities linked to IMT budgets. In addition there is a potential that further IT implications may arise linked to specific saving proposals developed and these implications will be identified and reported as they arise later in the budget planning process.

8. Other Implications

8.1. **Legal Implications:** As set out in the appended Cabinet paper.

8.2. **Human Rights Implications:** As set out in the appended Cabinet paper.

8.3. **Equality Impact Assessment (EqIA) (this must be included):** As set out in the appended Cabinet paper.

8.4. **Data Protection Impact Assessments (DPIA):** As set out in the appended Cabinet paper.

8.5. **Health and Safety implications (where appropriate):** As set out in the appended Cabinet paper.

8.6. **Sustainability implications (where appropriate):** As set out in the appended Cabinet paper.

8.7. **Any Other Implications:** As set out in the appended Cabinet paper.

9. Risk Implications / Assessment

9.1. As set out in the appended Cabinet paper.

10. Recommendations

The Select Committee is asked to:

1. Consider the Budget and Medium Term Financial Strategy position as reported to Cabinet in June 2023 (Appendix 1), noting in particular the following elements as set out in the appended report, which form the context for 2024-25 budget setting:
 - a. the budget gap for 2024-25 and the Medium Term Financial Strategy (MTFS) period.
 - b. The Departmental saving targets.
 - c. The overall timetable and approach to developing the 2024-25 Budget.
2. Agree that the Committee will provide input to the 2024-25 Budget process in July (this meeting) and in November, with the latter (November) report providing an opportunity to comment on the detailed savings proposals being taken to public consultation.
3. Consider the key issues for 2024-25 budget setting as they pertain to the services within the Select Committee's remit (as set out in this paper, the appended Cabinet report, and the 2023-24 Budget Book), and in particular to endorse:
 - a. The overall service strategies as set out within the 2023-24 Budget Book.
 - b. The budget setting principles set out in Section 3 of the appended Cabinet report, which will provide the broad framework for savings development for services within the Select Committee's remit.
4. Consider whether there are any specific areas of activity that the Select Committee would recommend exploring for savings development, in order to provide input to the 2024-25 budget process and inform the saving proposals put forward to Cabinet later in the year.

11. Background Papers

11.1. As set out in the appended Cabinet paper, plus:

[Norfolk County Council Constitution](#), Part 7 – Overview and scrutiny bodies, Section 3, paragraph 3.9 – Membership and Areas of Responsibility of Select Committees (pages 119-122).

Officer Contact

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Cabinet

Item No: **TBC**

Decision making report title: Financial and Strategic Planning 2024-25

Date of meeting: 5 June 2023

Responsible Cabinet Member: Cllr Andrew Jamieson (Deputy Leader and Cabinet Member for Finance)

Responsible Director: Harvey Bullen, Director of Strategic Finance

Is this a key decision? Yes

If this is a key decision, date added to the Forward Plan of Key Decisions: 18 April 2023

Introduction from Cabinet Member

This report marks the formal start of the Council's annual budget setting process for 2024-25. The 2023-24 Budget and Medium Term Financial Strategy agreed by the Council in February 2023 provide a sound foundation upon which to develop the 2024-25 Budget, but it is nevertheless essential for the Council to have a robust plan in place to enable the preparation of a balanced and sustainable budget. It is the Budget, through the allocation and prioritisation of resources, which provides the framework that enables the achievement of the organisation's key ambitions alongside the delivery of vital services. It is the intention of Cabinet to work with Departments to ensure that savings, (particularly those from the Strategic Review), and pressures linked to demand and demography, are sufficiently robust, so as to ensure that any rise in Council tax is kept to a minimum.

It remains the case that there is significant uncertainty about funding for 2024-25 onwards, in spite of the Government's Policy Statement published shortly before the 2023-24 Finance Settlement. In this context, and in particular recognising the wider pressures both on demand and within the economy, we must continue to safeguard the delivery of the essential local services which are used and relied on by so many of the County's residents, businesses and visitors.

This report therefore sets out the framework for how the Council will approach budget setting for 2024-25 and should be read in conjunction with the 2022-23 Financial Outturn report elsewhere on the agenda. The proposed approach to budget setting will be informed by the key objectives set out in the Better Together, for Norfolk strategy and as such the Budget represents one of the key building blocks contributing to the delivery of the Council's strategy and direction over the next few years.

Executive Summary

The Council has a robust and well-established process for annual budget setting, including the development of savings proposals, and the scrutiny and challenge of all elements of the budget. This report sets out proposals for how this can be further refined with a greater emphasis on balancing the financial position over the Medium-Term Financial Strategy (MTFS) period, whilst maintaining the focus on delivering a prudent and transparent approach to budgeting for 2024-25. The proposed approach incorporates the usual required key elements such as public consultation, Scrutiny, and engagement with Select Committees. This report proposes the Budget planning cycle for 2024-25 to start immediately and to be undertaken in parallel with both the implementation of the strategic review changes during 2023-24, and the identification of further opportunities from the future phases of this work.

As part of 2024-25 Budget setting, a thorough review of identified future cost pressures will also be required. It is particularly important to recognise that the 2023-24 Budget included exceptional levels of inflationary growth pressure, which will not be sustainable in future years, but which reflected the wider operating and economic environment. There may be opportunities to draw back on some of these 2023-24 pressures and this will need to be kept under review as budget monitoring for the year progresses. In addition, the 2023-24 position was supported by significant one-off measures including use of reserves, which (although lower than in the 2022-23 Budget) still represent a challenge to be addressed in future years. As has been previously identified, the ongoing reliance on reserves does not represent a sustainable long-term approach.

As in previous years, the wider budget position remains the subject of high levels of uncertainty, although Government has provided some indications about the intentions for local government funding in 2024-25 within the [DLUHC Policy Statement](#). In this context, this report sets out details of a proposed budget planning process for 2024-25 but recognises that as always there may be a need for some flexibility. The report accordingly provides a summary of key areas of wider risk and uncertainty for Cabinet to consider. This report should be read in conjunction with the Finance Monitoring 2022-23 Outturn Report to Cabinet elsewhere on this agenda.

Recommendations:

Cabinet is recommended:

- 1. To consider the overall budget gap of £126.522m included in the Medium Term Financial Strategy (MTFS) set by Full Council in February 2023, and agree:**
 - a. the gap of £46.216m to be closed for 2024-25; and**
 - b. the extension of the MTFS by a further year (to 2027-28), adding a further £18.689m to the gap and resulting in additional pressure assumptions to be addressed and leading to an overall gap for planning purposes of £145.211m over the next four years. (Section 2).**

- 2. To review the key budget risks and uncertainties as set out in this report. (Section 10).**
- 3. To consider the principles of the proposed approach to budget setting for 2024-25, noting that there may be a need for flexibility within both the process itself and the assumptions applied, and agree:**
 - a. the process and indicative timetable set out in Section 3, including the proposed consultation process for 2024-25.**
 - b. that there should be a detailed review of cost pressures and growth already provided within the Budget (including 2023-24 inflation provisions) against actual costs experienced to identify any opportunities for budget reduction.**
 - c. the minimum savings targets allocated to each Department to be found (Table 8), and that these will be kept under review throughout the budget process.**
- 4. To approve the initial budget virements for 2023-24 as set out in Appendix 1, reflecting budget transfers for whole services between departments as a result of the Strategic Review, while noting:**
 - a. The virements do not change the overall Council Budget.**
 - b. That there will be further 2023-24 budget virements as a result of the Strategic Review, which will be reported for approval as required later in the year through regular financial reporting to Cabinet.**

1. Background and Purpose

- 1.1.** In recent years the significant and sustained reductions experienced in Central Government funding to Local Government have lessened, with more generous funding settlements being provided since 2021-22. However, much of the new funding was initially for adult social care reforms and was accompanied by an increasing expectation that local authorities will raise resources locally (through council tax). Alongside this, there continues to be a significant gap between funding and service pressures driven by a complex mix of factors including demographic changes, unfunded burdens such as the National Living Wage, the needs of the people who draw upon social care services becoming increasingly complex, and by the wider economy including (more recently) the abnormally high levels of inflation.
- 1.2.** Children's services, in both social care and education remain under very significant stress. Long delayed reforms within Adult Social Care, and changing expectations alongside the forthcoming new inspection regime, represent another key challenge. Other Council services also remain subject to significant financial stress, for example as a result of increasing energy and fuel costs which have a widespread impact across service delivery and

commissioned services. These in their turn have a knock on effect by increasing the pressure placed on discretionary and preventative services both in relation to the need for these to stem and reduce demand, and because these are often the areas called upon to make budgetary savings.

- 1.3. The Council's February 2023 MTFS identified that the Council, in common with other upper tier local authorities, needs to address a material budget shortfall in 2024-25. Although the forecast 2024-25 gap is lower than the one closed to deliver the balanced 2023-24 Budget, it remains a significant challenge. Simultaneously, as set out in this report, there remain uncertainty about the level of funding for 2024-25 and the potential for additional pressures to emerge during the budget setting process. Although the Council's track record of delivering a balanced budget, coupled with a robust budget planning approach, provides a solid basis for development, it is prudent to begin comprehensive planning for 2024-25 now.
- 1.4. As has been the case in recent years, it is anticipated that the Council will not receive any further detailed information about funding allocations for 2024-25 until autumn 2023 at the earliest (and probably December 2023). Almost all of the Government's planned reform of local government funding has been delayed until at least 2025-26 and it is therefore unlikely that the 2024-25 Settlement will provide any sort of multi-year allocation which would support the Council to develop its financial strategy with greater planning certainty. As a result, the overall level of uncertainty means that budget setting for 2024-25, and the wider financial environment for local government, is set to remain highly challenging.
- 1.5. The Chancellor of the Exchequer announced the Government's [2023 Spring Budget](#) on 15 March 2023, but this did not include further significant policy announcements in terms of local government funding, which would impact on the budget position.
- 1.6. Therefore, as in previous years, this report represents the start of the Council's process for setting the 2024-25 Budget and developing the associated Medium Term Financial Strategy (MTFS). The report sets out the context and a proposed approach to budget setting including:
 - A summary of the Budget and MTFS approved by Full Council in February 2023, including the savings already planned for future years.
 - An overview of the significant remaining uncertainties facing local government finances.
 - The MTFS position for 2024-25 onwards as agreed in February 2023, extended for a further year to support 2024-25 Budget setting.
 - A proposed timetable for 2024-25 Budget setting including the recommended approach to public consultation.
 - Proposed savings targets by Department, representing the minimum target to be sought in order to enable Member choice about the ultimate budget decisions to be made in February 2024.

- 1.7. Ultimately this report is intended to support the Council in preparing the 2024-25 Budget and identifying savings which will assist in delivering a balanced budget for the year.

2. Budget context and Medium Term Financial Strategy

- 2.1. On 21 February 2023, the County Council approved the 2023-24 Budget and Medium Term Financial Strategy (MTFS) to 2026-27. Based on currently available information, the **MTFS set out a budget gap of £126.522m over the period 2023-24 to 2026-27** based on an assumption that the funding allocations set out in the 2023-24 final Local Government Finance Settlement¹ would be broadly “rolled over” for 2023-24 and beyond.
- 2.2. Collectively the Spending Review 2021, Autumn Budget 2022 and DLUHC Policy Statement provided indications of the medium term financial envelope within which local authorities will operate for 2024-25, but the Final Local Government Finance Settlement 2023-24 itself only set out funding allocations for one year. The failure to publish full medium term funding forecasts is disappointing and impacts on the Council’s ability to plan over the longer term. The further significant delay to long awaited funding reforms (until at least 2025-26), alongside the absence of any detail at this stage about the likely terms of reference for this funding review, only serves to add further uncertainty to the Council’s financial planning and associated forecasts.
- 2.3. Announcements in the Final Settlement were broadly in line with overall planning assumptions, or were accompanied by associated spending pressures, such as the National Living Wage. As a result the 2023-24 Settlement enabled the Council to prepare a balanced 2023-24 Budget but was not sufficient to support a balanced position over the life of the MTFS. The Council therefore continues to expect to need to draw on its earmarked reserves over the period covered by the MTFS. This includes a significant draw on one-off resources in 2023-24, continuing the trend seen in the previous year 2022-23 This is not however a sustainable position in the longer term. Although some contributions into reserves will be made, this mainly reflects the timing of spend funded from specific grants. Current planning does not include any draw on the Council’s general balances, which are planned to be maintained at the minimum level of at least 5% of the net revenue budget. The use of reserves is also in part a reflection of the various severe cost pressures and challenges in achieving planned savings, which the Council faces across almost all service areas. It is important to recognise that as a result, the Council is not in a position to be able to remove or reverse any of the saving proposals agreed as part of the 2023-24 budget, including those savings which are due for implementation during 2024-25.
- 2.4. The table below sets out the high level MTFS position as agreed in February 2023, which has been updated to reflect the addition of a further financial year

¹ <https://www.gov.uk/government/collections/final-local-government-finance-settlement-england-2023-to-2024>

(for 2027-28) to the planning period in order to maintain the Council's usual four year MTFS horizon.

2.5. As previously stated, the Medium Term Financial Strategy (MTFS) agreed in February 2023 set out a gap of £126.522m for the period including a **gap of £46.216m for the first year, 2024-25**. Extending the MTFS for an additional year, 2027-28, based on the same broad assumptions, adds a further £18.689m to the gap to be addressed, resulting in a **total revised gap of £145.211m for the MTFS**. The forecast gap for 2024-25 remains unchanged.

Table 1: Extended MTFS 2023-24 to 2027-28

	2023-24	2024-25	2025-26	2026-27	2027-28
	£m	£m	£m	£m	£m
Growth Pressures					
Economic and inflationary	41.528	25.471	22.737	23.293	24.495
Legislative requirements	31.069	6.760	-0.200	0.000	0.000
Demand and demographic	20.495	42.150	37.150	37.010	11.000
Policy decisions	55.746	0.776	-1.543	2.078	0.000
Funding decreases	16.115	0.628	0.000	0.000	0.000
Savings and funding increases					
Identified savings	-59.704	6.197	-0.669	-2.285	0.000
Funding increases	-75.665	-8.352	0.000	0.000	0.000
Council tax changes	-29.584	-27.414	-20.949	-16.316	-16.807
Forecast Gap (Surplus)/Deficit	0.000	46.216	36.526	43.781	18.689

2.6. The gap in 2024-25 is substantially being driven by the elements set out in the table below. Further details of MTFS assumptions are also provided below.

2.7. It should be noted that the 2027-28 gap is smaller than that forecast up to 2026-27 as it does not include provision for future service cost pressures which have been assumed within the MTFS position. The final year gap may therefore increase when it is further reviewed in future, informed by the actual pressures identified for 2024-25 to 2026-27.

Table 2: Commentary on 2024-25 MTFS pressure assumptions

	2024-25 £m	Detail
Economic and inflationary pressures	25.471	Pay assumed at 4% for 2024-25 equates to £13.0m, price inflation of £12.5m includes £7.0m Adult Social Care, £3.2m Children's Services.
Legislative requirements	6.760	£7.0m relates to Adult Social Care pay and price market pressures (including National Living Wage), offset by small reversal in CES.
Demand and demographic pressures	42.150	£5.5m relates to Adults demographic growth. £9.5m Children's Services demographic growth (including £2.5m Home to School transport pressures). £2.0m relates to waste tonnages. £25m held centrally as provision for anticipated service growth.
Council policy decisions	0.776	Reversals of one-off items in services part offset by MRP and treasury pressures.
Net total pressures	75.157	
Funding decreases	0.628	Reflects assumed loss / removal of New Homes Bonus Grant. Significant uncertainty exists around other Government funding within the Settlement. Assumption for 2024-25 is a broad rollover of 2023-24 as indicated by DLUHC Policy Statement .
Net reversal of one-off 2023-24 savings	6.197	Reversal of one-off savings, including use of reserves, in Adults, CES and Finance General budgets.
Total	81.982	Pressures, saving reversals and funding decreases

2.8. A summary of budget growth and other changes currently incorporated in 2024-25 planning are shown in the table below by Department. This reflects the high level changes following the restructuring of Finance and Commercial Services (see [Appendix 1](#) for further details).

Table 3: 2024-25 MTFs net budget by Department

	Adult Social Services £m	Children's Services £m	Community and Environmental Services £m	Strategy and Transformation £m	Finance £m	Total £m
Base Budget 2023-24	249.526	232.593	191.754	22.941	-203.107	493.707
Growth						
Economic / Inflationary	9.183	6.412	4.707	0.965	4.204	25.471
Legislative Requirements	7.010	0.000	-0.250	0.000	0.000	6.760
Demand / Demographic	5.500	9.500	2.150	0.000	25.000 ²	42.150
NCC Policy	-2.000	-0.540	-1.350	-0.281	4.947	0.776
Funding Reductions	0.000	0.000	0.000	0.000	0.628	0.628
Cost Neutral Increase	0.000	0.000	0.000	0.000	0.000	0.000
Total Budget Increase	19.693	15.372	5.257	0.684	34.779	75.785
Reductions						
Total Savings	2.700	0.088	2.819	0.050	0.540	6.197
Funding Increases	-15.364	0.000	0.000	0.000	7.012	-8.352
Cost Neutral Decrease	0.000	0.000	0.000	0.000	0.000	0.000
Total Budget Decrease	-12.664	0.088	2.819	0.050	7.552	-2.155
Base Budget 2024-25	256.555	248.053	199.830	23.675	-160.776	567.337

Funded by: Council Tax	-521.121
Collection Fund Surplus	0.000
Total	-521.121
Budget Gap	46.216

² Growth provision to be allocated to services based on review of actual pressures, business case and prioritisation during 2024-25 budget-setting process.

2.9. The key assumptions underpinning the forecast gap in the current MTFS position include:

- Planned savings of £56.460m being delivered over the MTFS period:

Table 4: Savings in MTFS by Department

	2023-24 £m	2024-25 £m	2025-26 £m	2026-27 £m	2023-27 £m
Adult Social Services	-28.040	2.700	-2.500	-2.000	-29.840
Children's Services	-12.517	0.088	0.050	0.000	-12.379
Community and Environmental Services	-10.904	2.819	0.570	-0.045	-7.560
Strategy and Transformation	-2.542	0.050	1.571	0.000	-0.921
Finance	-5.700	0.540	-0.360	-0.240	-5.760
Savings total	-59.703	6.197	-0.669	-2.285	-56.460

- Government funding will be broadly flat in 2024-25 (i.e. essentially a rollover of 2023-24 funding levels). This assumption includes Settlement Funding (RSG, business rates), Rural Services Delivery Grant, Social Care Grant(s), Better Care Fund / improved Better Care Fund, Public Health Grant and Services Grant.
- Cost pressures for 2024-25 including:
 - 4% for pay inflation in 2024-25 and 3% thereafter.
 - Non-pay inflation in line with contractual rates or CPI forecasts where appropriate totalling £12.5m in 2024-25. It should be noted that **the MTFS assumes a material reduction in inflationary pressures compared to the level provided for in the 2023-24 Budget.**
 - Demographic growth pressures for Adults, Childrens, Waste totalling £17m in 2024-25, plus a contingency **assumption of £25m for further pressures.** If identified pressures exceed this level, there will be a need to find equivalent additional savings to achieve a balanced Budget position for 2024-25. Equally however, if any of this provision is not required, it will enable the level of savings sought to be reduced.
- Increases in council tax over the MTFS period, including **an assumed 4.99% increase in 2024-25 for planning purposes** as agreed by Full Council in February 2023 and shown in the following table. It should be noted that **every 1% change in council tax assumptions increases or decreases the budget gap by approximately £4.9m in 2024-25.**

Table 5: MTFS council tax assumptions

2.10. The council tax assumptions shown are those agreed by Full Council in February 2023.

	2024-25	2025-26	2026-27	2027-28
	£m	£m	£m	£m
Council tax increase	-14.841	-10.474	-10.895	-11.223
Council tax collection fund	2.268	0.000	0.000	0.000
Council tax base	-4.914	-5.211	-5.421	-5.584
Council tax ASC precept	-9.927	-5.263	0.000	0.000
Total	-27.414	-20.949	-16.316	-16.807

	2024-25	2025-26	2026-27	2027-28
Band D %	2.99%	1.99%	1.99%	1.99%
ASC Precept % ³	2.00%	1.00%	0.00%	0.00%
Tax base % change assumption	1.00%	1.00%	1.00%	1.00%

2.11. The net budget within the approved MTFS is shown below.

Table 6: MTFS Net Budget by Department

	2023-24	2024-25	2025-26	2026-27	2027-28
	£m	£m	£m	£m	£m
Adult Social Services	249.526	256.555	269.342	282.680	298.500
Children's Services	232.593	248.053	258.194	268.118	278.400
Community and Environmental Services	191.754	199.830	207.359	214.335	221.615
Strategy and Transformation	22.941	23.675	24.828	25.935	26.967
Finance	-203.107	-160.776	-134.912	-106.160	-105.079
Total Net Budget	493.707	567.337	624.811	684.908	720.403
Council Tax	-493.707	-521.121	-542.070	-558.386	-575.193
Budget Gap (cumulative)	0.000	46.216	82.741	126.522	145.211

3. Proposals

3.1. The following principles for 2024-25 budget setting are proposed:

- **Two rounds of Budget Challenge** (initial proposals in July and detailed proposals in September).
- **Allocation of the £46m saving target:**

³ DLUHC Policy Statement confirms the expectation for the ASC Precept to be available in 2024-25 at the same level as 2023-24, however decisions about the Precept offer are made annually by Government and there is currently no indication whether it will continue for 2025-26 onwards.

- **An efficiency target of 3% applied to support services' "controllable spend"** (Strategy and Transformation and Finance)
- **The remainder of the £46m target for 2024-25 allocated based on analysis of "controllable spend"** approach consistent with previous years, resulting in a savings target for all Council Departments.
- **Budget planning to cover the period 2024-25 to 2027-28** (extending the current Medium Term Financial Strategy (MTFS) by one year).
- Seek to identify proposals to address forecast future year budget gaps, with the aspiration to achieve a **balanced position over the whole MTFS**. In order to support this and encourage longer term, sustainable savings, it is proposed that the Budget process seek to address the targets for each department for all years of the MTFS. Therefore **a mechanism will be developed to ensure any savings a department proposes for future years are recognised in that future year's target setting rather than being "lost"; any additional pressures which arise are applied in the same ratio; and any one off savings come back in the future year targets for that department.**
- To closely scrutinise any requests for additions to the Capital Programme for 2024-25 requiring additional borrowing to consider the value for money of proposals and assess their impact on the affordability of the revenue budget and MTFS, ensuring that borrowing levels are maintained within appropriate prudent limits and the revenue budget remains robust.
- Select Committees to have a role as part of the budget-setting process, considering areas for savings in July 2023 and commenting on detailed proposals in November 2023.
- Final decisions about the 2024-25 Budget to be taken in February 2024 in line with the budget setting timetable as set out below.

3.2. It is proposed that the approach to budget development should include:

- A review of all current pressures with a view to reducing the level required, which will include a process to challenge, understand, and approve all growth within 2024-25 Budget planning;
- A requirement that a business case is submitted for requests to access the £25m growth provision held corporately and that this will be subject to a prioritisation process as part of Budget Challenge;
- A review of all earmarked revenue reserves with a view to releasing funding where possible (noting that this would provide a one-off gain which would impact on the future year gap);
- A review of the Council's commercial opportunities, including scope to achieve increased income;
- A review to consider the scope to extend existing saving proposals;
- Identification of new savings against the minimum target of £46.200m to enable Member choice;
- Consideration of opportunities for greater integration between performance reporting, business planning, and budget development; and
- An additional target of £10m to be delivered by the Strategic Review (SR) in 2024-25. It is proposed that any savings to contribute towards this SR target

should be brought forward through departmental saving development (i.e. the £10m forms part of the full £46m saving target allocated out).

- Consideration of the impact and budget requirements in relation to progress towards the proposed [County Deal](#).

3.3. It should be noted that the changes during the budget setting process may result in the saving targets currently allocated to Services being revised (and potentially materially increased) in the event that further pressures or income changes arise. Options to address any shortfall in savings to close the 2024-25 Budget gap will ultimately include:

- Government providing additional funding;
- Corporate / centrally identified savings opportunities;
- The removal or mitigation of currently identified budget pressures; and
- Service departments identifying further savings.

3.4. The Budget agreed in February 2023 included a high level timetable for the 2024-25 budget process. The detailed timescales for internal budget planning activity will be confirmed following approval of the proposed approach by June Cabinet. The Budget process will also be informed through the year by any Government Budget announcements, Spending Reviews or other fiscal events, and Local Government Settlement, as well as any progress on reforms such as the Funding Review. The specific timing for these is currently unknown.

Table 7: Proposed Budget setting timetable 2024-25

2024-25 Proposed	Time frame
Cabinet review of the financial planning position for 2024-28 – including formal allocation of targets	5 June 2023
Scrutiny Committee	21 June 2023
Select Committee input to development of 2024-25 Budget – strategy	w/c 10 July 2023
Review of budget pressures and development of budget strategy and detailed savings proposals 2024-28 incorporating: <ul style="list-style-type: none"> • Budget Challenge 1 (18 July 2023) – context / strategy / approach / outline proposals • Budget Challenge 2 (5 September 2023) – detail and final proposals • Budget Challenge 3 (12 December 2023) – if required 	April to December 2023
Cabinet approve final proposals for public consultation	2 October 2023
Scrutiny Committee	18 October 2023
Public consultation on 2024-25 Budget proposals, council tax and adult social care precept	Late October to mid December 2023
Select Committee input to development of 2024-25 Budget – comments on specific proposals	w/c 13 November 2023

2024-25 Proposed	Time frame
<i>Government Autumn Budget</i>	<i>TBC October / November 2023</i>
<i>Provisional Local Government Finance Settlement announced including provisional council tax and precept arrangements</i>	<i>TBC December 2023</i>
Cabinet considers outcomes of service and financial planning, EQIA and consultation feedback and agrees revenue budget and capital programme recommendations to County Council	29 January 2024
Confirmation of District Council tax base and Business Rate forecasts	31 January 2024
<i>Final Local Government Finance Settlement</i>	<i>TBC January / February 2024</i>
Scrutiny Committee 2024-25 Budget scrutiny	14 February 2024
County Council agrees Medium Term Financial Strategy 2024-25 to 2027-28, revenue budget, capital programme and level of council tax for 2024-25	20 February 2024

3.5. In respect of the allocation of 2024-25 savings, it is proposed to:

1. **Seek to deliver efficiency savings via a target of 3% applied to support services** (Strategy and Transformation and Finance). This approach recognises that work has been undertaken in the context of the Council's Strategic Review to design a corporate centre function with the right capability and capacity to support the wider organisation. It would be inconsistent with the overall rationale and approach of the Strategic Review if this newly established function were to be diminished through the application of an arbitrary budget target. However it is also recognised that it is appropriate to continue to expect these services to seek to deliver continuous improvement and value for money. The application of a 3% target recognises the challenge for the corporate centre to be more efficient in this context.
2. **Allocation of the remaining gap across the three front line departments**, based on applying the approach adopted in previous years. This is based on exclusion of "non controllable" spend, and ringfenced budgets, such as Schools, Public Health, and capital financing items and then allocating a target based on the overall proportion of the controllable budget.

3.6. This renders the following saving targets (rounded), representing the minimum savings level required to enable Member choice within the budget setting process for 2024-25:

Table 8: Allocation of Saving Target by Department

	2024-25	2025-26	2026-27	2027-28	Total MTFS saving target	Share
	£m	£m	£m	£m	£m	%
Adults	20.700	16.100	19.600	7.800	64.200	44%
Children's Services	11.800	9.200	11.200	4.500	36.700	25%
Community and Environmental Services	11.400	8.900	10.800	4.300	35.400	24%
Strategy and Transformation	1.300	1.300	1.200	1.200	5.000	3%
Finance	1.000	1.000	1.000	0.900	3.900	3%
Total	46.200	36.500	43.800	18.700	145.200	100%

3.7. The above table assumes that the efficiency saving target is maintained across all years of the MTFS. The value reduces slightly over the MTFS as the savings assumed for previous years are delivered. This approach would mean that any increase in the gap that emerges during the budget setting process (whether in relation to 2024-25 or later years of the MTFS) would be distributed across the main three front line departments, with a resulting increase in the savings target for them to find.

4. Impact of the Proposal

4.1. This paper sets out an outline timetable and approach to the Council's budget planning process for 2024-25, while recognising that significant risks and uncertainties remain. The proposals in this report are intended to:

- set the context for service financial planning for the year to come;
- provide a robust approach to tackling the budget gap forecast for the whole MTFS period;
- assist the Council in managing the continuing significant uncertainty around local authority funding including funding reform while providing sufficient flexibility to respond to any changes required; and
- contribute to the Council setting a balanced budget for 2024-25.

5. Evidence and Reasons for Decision

5.1. In the context of continuing significant financial pressures and delays to Government plans for funding reform, it remains critical that the Council has a robust approach to budget setting and the identification of saving proposals. After more than a decade of savings delivery, the ability to continue to identify achievable savings at the scale required is becoming increasingly challenged. The preparation of a balanced budget for 2024-25 is key to ensuring that the necessary resources are available to continue to progress with the

implementation of the Council's key strategic ambitions, as well as the delivery of crucial day to day services.

- 5.2. It therefore remains essential to continue to engage with Government, MPs and other stakeholders to campaign for adequate and sustainable funding for Norfolk to enable the delivery of vital services to residents, businesses and visitors. Although funding reform plans have been delayed, it is still important that Government focuses on this issue and provides guidance on the direction of travel for reforms, financial planning assumptions, and indicative funding allocations for the medium term, as soon as possible.
- 5.3. Although lower than that addressed for 2023-24, the size of the budget gap forecast for 2024-25 is such that there is still a risk that the Council will be obliged to consider reductions in service levels. As a result it is important that the process of identifying, and consulting on, savings proposals is undertaken as soon as possible and in particular that a full suite of proposals is brought forward for Cabinet to consider in October. This will provide adequate time for consultation and engagement work around saving proposals, which should, in turn, support effective mobilisation, implementation and delivery of any proposals that are ultimately agreed to provide a full year saving for 2024-25.
- 5.4. The Council's planning within the MTFS forecast is based on the position agreed in February 2023 and it is important to note that this will be kept under review throughout the 2024-25 Budget setting process, particularly in the event that further information about funding becomes available. It nevertheless remains prudent to establish a process to begin planning for savings at the level required to close the underlying gap identified in February 2023.
- 5.5. The proposals in the report are intended to reflect a proportionate response to the challenges and uncertainties present in the 2024-25 planning process and will ultimately support the Council to develop a robust budget for the year.

6. Alternative Options

- 6.1. This report sets out a framework for developing detailed saving proposals for 2024-25 and at this stage no proposals have been agreed, meaning that a range of alternative options remain open.
- 6.2. In addition, there are a number of areas where Cabinet could choose to consider different parameters for the budget setting process, such as:
 - Adopting an alternative allocation of targets between services, or retaining a target corporately.
 - Considering an alternative timetable within the time constraints required to develop proposals, undertake public consultation, and meet statutory deadlines for the setting of council tax.
 - Changing assumptions within the MTFS (including the level of council tax assumed for planning purposes) and therefore varying the level of savings sought. **Every 1% reduction in the level of council tax (or ASC precept)**

would equate to approximately £4.9m of additional savings to be identified as part of the 2024-25 Budget.

6.3. The planning context for the Council will be updated if further information becomes available. Final decisions about the overall shape of the 2024-25 Budget, savings, and council tax will not be made until February 2024.

7. Financial Implications

7.1. Financial implications are discussed in detail throughout this report, which sets out the proposed indicative savings targets which will need to be found by each department to contribute to closing the 2024-25 and future year budget gap, subject to formal approval by Full Council in February 2024. The proposals in the report will require services to identify further significant savings to be delivered against current budget levels. The experience of budget setting in recent years has demonstrated that the scope to achieve savings at the level required is becoming increasingly challenging in the context of service delivery expectations, and existing saving programmes.

7.2. The Council is legally required to set a balanced Budget annually and should plan to achieve this using a prudent set of assumptions. However, Cabinet could choose to vary the allocation of indicative targets between directorates, or to establish an alternative approach to identifying savings. Taking into account the savings already planned for 2023-24 and future years, the scale of the budget gap and savings required are such that if the Council is required to continue to identify and deliver savings at this level there remains a risk that this could threaten the Council's ability to continue to fully deliver its statutory responsibilities. As such the Government's response and decisions about Council funding in 2024-25 will be hugely significant. Any changes in Government funding could have a material impact on both the level of savings to be identified, and the Council's wider budget process. Government has hitherto failed to deliver the level of funding needed in recognition of the importance and costs of providing social care, and to adequately fund local authorities to provide these and other vital services. In spite of improvements in recent settlements, fundamentally there remains an urgent need for a larger quantum of funding to be provided to local government to deliver a sustainable operating environment for future years.

7.3. Work to deliver additional Government funding could therefore have an impact on the overall budget gap to be addressed. Equally, in the event that future funding allocations or reform sees resources shifted away from shire counties, the Council's forecast gap for 2024-25 or future years could increase. At this point, Government has not confirmed details of the proposed approach or timescales for consultation on funding reform, but they are not anticipated until 2025-26 at the earliest. Many key assumptions about 2024-25 funding remain to be confirmed and should be considered a key area of risk.

7.4. As a result of the above, the budget setting process and savings targets will be kept under review as budget planning progresses. In the event that additional

budget pressures for 2024-25 emerge through budget planning, there may be a requirement to revisit the indicative saving targets.

8. Resource Implications

- 8.1. **Staff:** There are no direct implications arising from this report although there is a potential that staffing implications may be linked to specific saving proposals developed. These will be identified as they arise later in the budget planning process.
- 8.2. **Property:** There are no direct property implications arising from this report although existing saving plans include activities linked to property budgets and assumptions around capital receipts to be achieved.
- 8.3. **IT:** There are no direct IT implications arising from this report although existing saving plans include activities linked to IMT budgets. In addition, activities planned within Business Transformation will include further work to deliver savings through activity related to digital and IT initiatives.

9. Other Implications

- 9.1. **Legal Implications:** This report sets out a process that will enable the Council to set a balanced budget for 2024-25 in line with statutory requirements, including those relating to setting council tax, and undertaking public consultation.
- 9.2. **Human Rights implications:** No specific human rights implications have been identified.
- 9.3. **Equality Impact Assessment (EqIA) (this must be included):** Any saving proposals with an impact on service delivery will require public consultation, and an Equality Impact Assessment of all proposals will need to be completed as part of budget-setting in due course. The results of public consultation and the findings of all EqIAs will be presented to Cabinet in January 2024 in order to inform budget recommendations to County Council.
- 9.4. No specific EqIA has been undertaken in respect of this report, although the EqIA in relation to the 2023-24 Budget can be found as part of the [budget papers considered in February 2023](#)
- 9.5. **Data Protection Impact Assessments (DPIA):** N/a
- 9.6. **Health and Safety implications (where appropriate):** N/a
- 9.7. **Sustainability implications (where appropriate):** There are no direct sustainability implications arising from this report although existing 2023-24 budget plans include funding for activities which may have an impact on the environmental sustainability of the County Council through the delivery of the Environmental Policy. These issues were considered in more detail within the

February budget report to Full Council. Further details are set out in the [Norfolk County Council Climate Strategy](#) considered by Cabinet in May 2023 (agenda item 8). Ultimately sustainability issues and any associated financial implications in relation to either new 2024-25 proposals, or activities developed during 2023-24, will need to be fully considered once such initiatives are finalised, and ultimately incorporated as part of budget setting in February 2024.

9.8. Any other implications: Significant issues, risks, assumptions and implications have been set out throughout the report.

10. Risk Implications/Assessment

10.1. Significant risks have been identified throughout this report. Risks in respect of the MTFS were also set out within the February 2023 report to Full Council.

10.2. A number of significant uncertainties remain which could have an impact on the overall scale of the budget gap to be addressed in 2024-25, linked to ongoing uncertainty around local government (and wider public sector finances) including:

- further “cost of living” pressures and the wider economic impacts, including impact on demand for services (including the ongoing impact of the war in Ukraine and the impact on energy costs and inflationary pressures);
- implications of increases in the National Living Wage;
- the progress of funding reforms (previously the Fair Funding Review) now likely to be developed for implementation in 2025-26;
- Government decisions about the council tax referendum limit or further ASC precept flexibilities in 2024-25 and beyond;
- the need for a long-term financial settlement for local government;
- delivery of other reforms to local government funding including further details of the approach to Adult Social Care reforms to implement the cap on care costs, and changes to other funding streams;
- progress on delivery of the Safety Valve programme and implementation of Local First Inclusion within Children’s Services;
- progress of various elements of Government policy including levelling up, delivery of the County Deal, and the Shared Prosperity Fund.

10.3. The Council’s Corporate Risk Register provides a full description of corporate risks, including corporate level financial risks, mitigating actions and the progress made in managing the level of risk. A majority of risks, if not treated, could have significant financial consequences such as failing to generate income or to realise savings. These corporate risks include:

- RM001 – Infrastructure funding requirements
- RM002 – Income streams.

- RM006 – Service delivery – The potential risk of failure to deliver our services within the resources available for the period 2022-23 to the end of 2023-24.
- RM022b – EU transition
- RM027 – MyOracle
- RM030 – Non-realisation of Children’s Services Transformation change and expected benefits
- RM031 – NCC Funded Children's Services Overspend
- RM033 – Norwich Western Link Project
- RM035 – Adverse impact of significant and abnormal levels of inflationary pressure on revenue and capital budgets
- RM039 – ASSD financial, staffing & market stability impacts due to implementation of social care reform

Further details of all corporate risks, including those outlined above, can be found in Appendix C of the [April 2023 Risk Management report to Cabinet](#) (item 12). There is close oversight of the Council’s expenditure with monthly financial reports to Cabinet. Any emerging risks arising will continue to be identified and treated as necessary.

11. Select Committee comments

- 11.1. Select Committees provided commentary and input to the 2023-24 Budget process during budget development, and this was reported to Cabinet at various stages of the process. No specific input has been sought from Select Committees in respect of this report, however Select Committees are expected to again have the opportunity to comment when they consider the implications of 2024-25 budget setting for the service areas within their remit when they meet during the year as set out in the proposed timetable.

12. Recommendations

- 12.1. Cabinet is recommended:

1. **To consider the overall budget gap of £126.522m included in the Medium-Term Financial Strategy (MTFS) set by Full Council in February 2023, and agree:**
 - a. the gap of £46.216m to be closed for 2024-25; and
 - b. the extension of the MTFS by a further year (to 2027-28), adding a further £18.689m to the gap and resulting in additional pressure assumptions to be addressed and leading to an overall gap for planning purposes of £145.211m over the next four years. (Section 2).
2. **To review the key budget risks and uncertainties as set out in this report. (Section 10).**

3. To consider the principles of the proposed approach to budget setting for 2024-25, noting that there may be a need for flexibility within both the process itself and the assumptions applied, and agree:
 - a. the process and indicative timetable set out in Section 3, including the proposed consultation process for 2024-25.
 - b. that there should be a detailed review of cost pressures and growth already provided within the Budget (including 2023-24 inflation provisions) against actual costs experienced to identify any opportunities for budget reduction.
 - c. the minimum savings targets allocated to each Department to be found (Table 8), and that these will be kept under review throughout the budget process.
4. To approve the initial budget virements for 2023-24 as set out in Appendix 1, reflecting budget transfers for whole services between departments as a result of the Strategic Review, while noting:
 - a. The virements do not change the overall Council Budget.
 - b. That there will be further 2023-24 budget virements as a result of the Strategic Review, which will be reported for approval as required later in the year through regular financial reporting to Cabinet.

13. Background Papers

- 13.1. Background papers relevant to this report include:

[Norfolk County Council Revenue and Capital Budget 2023-24 to 2026-27, County Council 21/02/2023, agenda item 5](#)

[2023-24 Budget Book](#)

[Better Together, for Norfolk](#)

[Corporate Delivery Plan and Corporate Delivery Plan – Annual Report 2022-2023, Cabinet 10/05/2023, agenda item 11](#)

[Finance Monitoring 2022-23 Outturn Report, Cabinet 05/06/2023 \(on this agenda\)](#)

[Risk Management, Cabinet 03/04/2023, agenda item 12](#)

[Norfolk County Council Climate Strategy, Cabinet 10/05/2023, agenda item 8](#)

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

Appendix 1 – 2023-24 Budget reconciliation

The following tables provide a summary of the adjustments between the Net Budget position presented to County Council in February 2023, and the Net Budget position which appears in the [2023-24 Budget Book](#) and will form the basis for 2023-24 monitoring in future reporting to Cabinet. These adjustments **do not change the overall County Council Budget for 2023-24**, but instead reflect the changes arising from the transfer of whole services from the Finance and Commercial Services budget into other Departments from April 2023, following the departure of the Executive Director of Finance and Commercial Services. It should be noted that there will be further budget changes (below whole team level) as a result of the detailed implementation of the Strategic Review, but these will be completed as in-year 2023-24 budget adjustments when the final details are known as implementation progresses, and will be reported through 2023-24 financial monitoring to Cabinet later in the year. Further details are set out in the [2023-24 Budget Book](#).

	Adult Social Services £m	Children's Services £m	Community and Environmental Services £m	Strategy and Transformation £m	Finance and Commercial Services £m	Finance General £m	Total £m
Net Budget 2023-24 as per Full Council February 2023	249.481	232.593	177.109	12.761	35.793	-214.029	493.707
Adjustments							
Public Health	0.045	0.000	-0.045	0.000	0.000	0.000	0.000
Corporate Property Team	0.000	0.000	13.303	0.000	-13.303	0.000	0.000
Procurement	0.000	0.000	1.388	0.000	-1.388	0.000	0.000
IMT	0.000	0.000	0.000	10.180	-10.180	0.000	0.000
Combine Finance and Finance General	0.000	0.000	0.000	0.000	-214.029	214.029	0.000
Total 2023-24 c/f below	249.526	232.593	191.754	22.941	-203.107	0.000	493.707

Net Budget	Adult Social Services £m	Children's Services £m	Community and Environmental Services £m	Strategy and Transformation £m	Finance £m	Total £m
2023-24 (adjusted)	249.526	232.593	191.754	22.941	-203.107	493.707
2024-25	256.555	248.053	199.830	23.675	-160.776	567.337
2025-26	269.342	258.194	207.359	24.828	-134.912	624.811
2026-27	282.680	268.118	214.335	25.935	-106.160	684.908
2027-28	298.500	278.400	221.615	26.967	-105.079	720.403

Infrastructure and Development Select Committee

Item No: 8

Report Title: A County Deal for Norfolk

Date of Meeting: 12 July 2023

Responsible Cabinet Member: Cllr Mason-Billig (Leader and Cabinet Member for Strategy & Governance)

Responsible Director: Chris Starkie, Director for Growth and Investment

Executive Summary

Devolution offers a generational opportunity to unlock significant long-term funding and gain greater freedom to decide how best to meet local needs and create new opportunities for the people who live and work in Norfolk. Some decisions and funding previously controlled in Westminster will now be decided by Norfolk, for Norfolk.

If the devolution deal is agreed, it will provide Norfolk with new powers, devolved funding and additional investment of £612.9m over the next 30 years to help us to boost our economy through jobs, training and development, improve our transport network and support our environment.

A Deal for Norfolk will mean that, from 2024 onwards, we can:

- target funding and resources to Norfolk's own priorities, with a new investment fund of £20m per year for 30 years
- unlock housing and employment sites with an injection of £12.9m capital funding in this Spending Review period and new powers to drive regeneration, housing and development priorities
- invest in the skills we know we need, with devolution of the adult education budget and input into the new Local Skills Improvement Plans
- invest in local transport planning and consolidate transport budgets to direct funding to better meet our local needs and priorities
- strengthen the local business voice to inform local decision making and strategic economic planning through the future integration of New Anglia Local Enterprise Partnership
- have a council leader who is directly elected by the public, with the first election in May 2024

- raise our influence regionally and nationally, enabling our voice to be better heard by Government to shape future policies and funding decisions for the benefit of our County

Both the Government and Norfolk County Council recognise that devolution is a journey, not a one-off event. This agreement would be the first step in a process of further devolution and will pave the way for future conversations as part of an ongoing dialogue; with the experience from other devolution areas showing that initial deals can open the door to receiving further powers, funding and influence.

Recommendations / Action Required [delete as appropriate]

The Select Committee is asked to:

- 1) offer thoughts and feedback on activity to date and proposed next steps, as summarised in this report**
- 2) agree that further progress reports are presented to the Committee as appropriate**

1. Background and Purpose

- 1.1. 'County Deals' are part of the Government's levelling up agenda (as set out in the 2022 [Levelling Up White Paper](#)) "to spread opportunity equally across the UK" through greater devolution of powers and funding.
- 1.2. The Government set a mission that, by 2030, every part of England that wants one will have a devolution deal offering powers and funding over issues like transport, skills and economic support and with a strong emphasis on the importance of high profile, directly elected local leadership.
- 1.3. Norfolk, as one of the nine authorities announced by the Government, was invited to begin devolution negotiations for a County Deal in February 2022.
- 1.4. On 8 December 2022 the Secretary of State for Levelling Up, Housing and Communities announced that the Government was "minded to" enter into a County Deal with Norfolk under which the County would benefit from over £600m of new Government investment over the next 30 years and an additional £12.9m during the current Spending Review period, to fund local priorities to produce growth. In addition, the deal will also devolve a number of powers as well as provide Norfolk County Council with an additional £1.632m capacity funding over 2023/24 and 2024/25 to support implementation.
- 1.5. The implementation of the Deal has required consultation on the proposals with other public sector partners including district, borough and city councils, as well as local communities and business. The findings of the consultation were agreed at Cabinet on 5th June 2023, and have been shared with the Secretary of State for the Department for Levelling Up,

Housing and Communities, who must be satisfied that the required statutory requirements have been met. This will, in turn, initiate the process to get parliamentary approval of the required secondary legislation.

- 1.6. As this is a Level 3 deal, Norfolk County Council would be required to change its governance model to that of a directly elected leader. Elements of the deal such as the Investment Fund, the Brownfield Housing Fund and the Integrated Transport Settlement are only available at Level 3.
- 1.7. This report provides details of the different elements of the Deal relating to economic growth, infrastructure and development.

2. Proposals

- 2.1. The full Deal for Norfolk can be found on the Government's website, here: [Norfolk devolution deal - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/norfolk-devolution-deal)
- 2.2. The Deal for Norfolk will include:
 - Control of a new investment fund of £20m per year for 30 years (40% capital and 60% revenue), to drive growth and take forward priorities over the long term.
 - Almost £7m capital funding for the building of new homes on brownfield land in 2024/25.
 - Devolution of the core Adult Education Budget from the 2025/26 academic year, as well as input into the new Local Skills Improvement Plans.
 - An integrated transport settlement starting in 2024/25, which will provide greater control in how these budgets are directed locally to better meet our needs and priorities.
- 2.3. Norfolk County Council will plan and deliver the UK Shared Prosperity Fund (UKSPF) from 2025/26, to boost skills, pride in place and support businesses. The County Council will continue to engage district, borough and city authorities on the delivery of the UK Shared Prosperity Fund through the Norfolk Investment Framework Steering Group.
- 2.4. The Committee is asked to note that, although the integration of the functions of the New Anglia Local Enterprise Partnership are referenced in the Deal text as a process to be aligned with the Deal pathway, it now forms a separate workstream due to a change in Government policy, following the Chancellor's budget statement on 15 March 2023. A separate report on this work is included in the agenda for this meeting.
- 2.5. The following sections outline for the Committee the individual elements of the Deal and describe activity to date and next steps as appropriate.

3. Components of the Deal

- 3.1. **Norfolk Investment Fund:**

- 3.1.1. Investment funds, sometimes referred to as gainshare or earn back, are long-term grants agreed by government with 13 UK localities as part of City Deal, Growth Deal and Devolution Deal programmes, such as Norfolk's county deal.
- 3.1.2. Areas with investment fund grants are subject to 5-year independent gateway reviews to assess the impact investment funds have made in the local area on economic growth, and triggers the release of the next 5-year tranche of funding.
- 3.1.3. Norfolk's Investment Fund is £600m over 30 years, consisting of 40% capital and 60% revenue, offering Norfolk a significant set of benefits, which include:
- Local control over how economic policy is implemented and the flexibility to prioritise what is right for the county (e.g. Net Zero projects to address challenges of Norfolk being on the front line of climate change)
 - Direct investment to address the needs and meet the demands of Norfolk's businesses and people – enabling us to be agile and responsive.
 - Long term funding is available without the need for costly and resource intensive bidding to Government . In addition, it does not preclude Norfolk's local authorities from accessing other funds that are currently or will become available
 - Funding can be used to draw additional investment through matched funding – for example, the Greater Manchester combined authority has leveraged approximately £1.1bn in private sector funds. It also enables NCC to borrow against the revenue element of the fund (£13m) to grow the pot of money.
 - The NIF can also be used to leverage in tens of millions of pounds of other funding streams from sources such as the National Lottery Heritage Fund, Sport England or the National Infrastructure Bank.
 - For example a relatively modest amount of local funding levered in £10m of National Lottery funding for the Winter Gardens in Great Yarmouth.
 - The Investment Fund enables stakeholders across all sectors to work together to shape investment projects, helping to move Norfolk forward in partnership.
 - Investment outcomes are direct and highly visible for residents and businesses, contributing to better outcomes and offering pride of place
- 3.1.4. There are a number of challenges of not having this investment fund:
- There is currently an uncertain funding landscape that could risk Norfolk falling even further behind other areas – for example, with the removal of European funding and the changes proposed to the Local Enterprise Partnerships, the opportunity to draw down investment into the County reduces significantly.

- The Council will need to continue to spend time and effort on costly and uncertain bidding activity, on pots whose focus is mainly on short term delivery rather than longer term outcomes, and on priorities that are determined by Government and not by Norfolk.
- For example, only one in five bids by local authorities were successful to the Levelling Up Fund – with millions being spent across the country on unsuccessful proposals.
- Whilst Norwich, Great Yarmouth and Kings Lynn have benefited from Towns Deal funding – North Norfolk, Breckland, South Norfolk and Broadland received no funding.
- All this would likely contribute to long term insecurity for Norfolk, particularly when combined with the lack of opportunity to leverage in private or other public investment and funding.
- There is a ‘lost opportunity cost’ to not having a devolved Investment Fund – opting out of the devolution deal in 2016 has cost Norfolk comfortably more than £150m in funding it would have received via the gain share fund, together with ringfenced additional funding for housing and skills.
- Further funding for transport and other infrastructure provision has been reserved solely for areas with devolution deals.
- Norfolk already has a number of strategic projects in need of funding. Without an investment fund to offer longer term security, those will continue to face development challenges. Examples include:
 - Great Yarmouth - incubator Units, further development of Beacon Park, and the Port
 - East Norwich – key enabling funds for projects that unlock future phases of development e.g. marina, fixed bridges etc
 - Broadland –expansion plans for the Food Enterprise Park
 - Breckland–Snetterton Business Park, Cambridge Norwich Tech Corridor
 - North Norfolk –North Walsham and Fakenham Infrastructure Projects and plans for the Bacton terminal.
 - West Norfolk –future phases of NarOuse
 - South Norfolk –Hethel Phase 4 -project needing funding

3.1.5. Activity to date includes:

- 3.1.5.1. Members Working Group briefing on a high-level approach to a Norfolk Infrastructure Fund.

3.1.6. Next steps will involve:

- 3.1.6.1. a number of workshops with District Councils and other partners to look at the types of investment the fund can deliver and the governance to underpin it
- 3.1.6.2. Further update to the Members Working Group.
- 3.1.6.3. Development of an overarching framework to establish fund-wide governance and the proportion of funding allocated to each investment type.
- 3.1.6.4. Development of prioritisation, assessment and assurance frameworks for each investment type.
- 3.1.6.5. Development of pipelines for each investment type.

3.2. **Capital funding for homes – Brownfield Housing Fund**

- 3.2.1. The Brownfield Housing Fund was set up by the Department for Levelling Up, Housing and Communities to support the national housing agenda. Profiled over 5 years (2020/21 – 2024/25), it has the aim of creating more homes by bringing more brownfield land into development.
- 3.2.2. The fund contributes to the levelling-up agenda helping to ease the viability issues that brownfield projects face, alongside supporting wider interventions aimed at economic development.
- 3.2.3. It is worth noting that this programme is separate to the One Public Estate programme, to which all councils continue to have access to under the terms of the programme.
- 3.2.4. As part of Norfolk’s devolution deal we have been offered £7m funding via this existing fund to deliver 455-583 new homes.
- 3.2.5. The fund sets a number of conditions, so projects proposed must:
 - Be “green book” compliant with a BCR floor of 1
 - present the best possible Value for Money opportunities
 - have an evidenced market failure
 - satisfy that they could not happen without financial support from the fund
 - offer the highest additionality
 - **start on site in this Parliament i.e. before 31/3/25**
- 3.2.6. Local authorities wishing to participate must have up to date Local Plans. As the accountable body for the Deal, Norfolk County Council must satisfy the necessary monitoring and reporting requirements to be outlined by the Department for Levelling Up, Housing and Communities.
- 3.2.7. To date, the Brownfield Housing Fund has only been available to those areas with a devolution deal, who have received significant investment to unlock housing. For example, £120m of funding for brownfield land was awarded to 7 combined authorities on 2 February 2022, to deliver 7,800 homes on brownfield land, with a further £30 million funding to regenerate brownfield sites across West Midlands, Greater Manchester

and the Tees Valley Combined Authorities and build another 2,500 new homes.

- 3.2.8. A brownfield site is an area that has been used before and tends to be disused or derelict land. For Norfolk, having the opportunity to participate in this Fund constitutes a significant opportunity to unlock housing sites that would otherwise remain undeveloped.
- 3.2.9. Issues with brownfield land include knocking down existing buildings and there may be expensive clean-up costs for land decontamination owing to its prior use. In addition, access to brownfield sites can often be restricted as they tend to be surrounded by other buildings that are still in use.
- 3.2.10. Redevelopment of brownfield sites is at the core of the UK Sustainable Development Strategy 2020 as it not only cleans up environmental health hazards and eyesores, but it encourages community regeneration. Often these sites are a core issue for the community around them.
- 3.2.11. In addition to the above funding, additional powers will be available to Norfolk County Council, to drive the regeneration of the area and to build more affordable homes, including Homes England compulsory purchase powers. A directly elected leader will also have the ability to establish Development Corporations, which are statutory bodies created to bring forward the regeneration of a defined area. They have powers to acquire, develop, hold, and dispose of land and property. They also have powers to facilitate the provision of infrastructure. These are only possible with the consent of the relevant planning authority/ies.
- 3.2.12. To support the development of the pipeline of housing projects, Norfolk County Council will be given £382,000 in capacity funding across 2023/24 and 2024/25.
- 3.2.13. Activity to date includes:
 - 3.2.13.1. Engagement with Norfolk's councils to discuss the fund and the opportunities
 - 3.2.13.2. 1-2-1 meetings with each district council to collate local priorities
 - 3.2.13.3. Engagement with Homes England to begin to shape a strategic partnership and alignment of plans and objectives to the national policy.
- 3.2.14. Next steps will involve:
 - 3.2.14.1. Development of a long list of projects, working with district councils and private developers.
 - 3.2.14.2. Development of a prioritisation framework to support the development of a pipeline of projects for Norfolk.

3.2.14.3. Development of an assessment framework to ensure final pipeline meets the criteria needed on deliverability.

3.2.14.4. Setting up a number of legal agreements between the Department for Levelling Up and Norfolk County Council, and Norfolk County Council and Developers as needed.

3.3. **Adult Education budget**

3.3.1. The draft deal gives Norfolk new powers and funding to shape local skills provision to better meet the needs of the local economy and local people, to target funding where it is needed and to ensure that delivery is aligned to Norfolk's skills strategy. This involves the devolution of the adult education budget (that is funding for the 19+provision), currently c.£12m, to Norfolk County Council.

3.3.2. Subject to the deal being approved by members, the budget will be developed in 2025, and providers who wish to deliver to learners will need to discuss funding arrangements directly with Norfolk County Council.

3.3.3. The deal also gives Norfolk County Council the opportunity to contribute to the development of our Local Skills Improvement Plan, for which the responsible body is the Norfolk Chamber of Commerce. Local Skills Improvement Plans are key documents which outline priorities and changes in that area to make post-16 education more responsive to the needs of the local labour market.

3.3.4. Activity to date includes:

3.3.4.1. Discussions with the Department for Education (DfE) to find out more about the requirements that central government have before AEB can be devolved. These are called the 'readiness conditions' and include:

- Having a Skills Strategy
- Demonstrating robust governance that aligns with County Deal Governance
- Being institutionally ready e.g., systems and processes, procurement, legal, finance, policy etc

These talks have all been exploratory to build the team's knowledge and capacity. They have also sought to understand best practice from other authorities around implementation of AEB.

3.3.4.2. Reviewing existing local Skills work with a view to integrating these into the planning (such as the Local Skills Improvement Plan with its significant stakeholder consultation and District Skills Priorities, like 'Future Breckland') to ensure voices of local stakeholders are captured.

3.3.4.3. Discussions with some of the largest Adult Education Providers to ensure that they are brought along on this journey from the outset.

3.3.4.4. Submission of a bid to DfE for funding for implementation to minimise costs and risk to the County. An indicative decision on funding is expected from DfE in the Autumn.

3.3.5. Next steps include:

3.3.5.1. Continued work on developing NCC's capacity and model to implement AEB.

3.3.5.2. Receiving further detail from DfE that includes data packs and broader information about Norfolk's Adult Education Training Provider Base.

3.3.5.3. As the Skills Strategy is developed, the team will ensure that AEB is set in the wider picture of Skills across the region.

3.3.5.4. Further engagement and consultation with stakeholders across the County, including continued conversations with skills colleagues in districts, adult education providers, and industry.

3.3.5.5. Participation in the DfE Knowledge Transfer Sessions, currently planned by DfE in late Autumn, and sharing of knowledge with stakeholders and partners.

3.4. Consolidated transport budget and Local Transport Plan

3.4.1. Norfolk County Council is already responsible for transport planning and delivery and will continue to exercise these functions and powers.

3.4.2. From 2024/25, Norfolk County Council would be offered a devolved and consolidated integrated local transport budget for the area of Norfolk. Initially this will consist of the local highways maintenance funding (both the Pothole Fund and Highways Maintenance Block) and the Integrated Transport Block.

3.4.3. The integrated transport settlement will be available to Norfolk following the first directly elected leader election in May 2024, for the final year (2024/25) of the current Spending Review period. This single fund will give Norfolk greater flexibility to use funding on locally determined priorities and plans.

3.4.4. Government will also work with Norfolk to agree an integrated multi-year transport settlement at the next Spending Review, at which point opportunities for expanding the integrated transport settlement offer will also be explored. This will enable longer term predictability and security of funding.

3.4.5. Norfolk currently has a Local Transport Plan, which is part of the Council's policy framework. It is expected that we will update our existing area-wide local transport plan by March 2024 (to be finalised by the elected Leader) to include quantifiable carbon reductions in line with guidance from the Department of Transport. To carry out this work, Norfolk will be provided with an additional £250,000 in revenue funding in both 2023/24 and 2024/25.

3.4.6. Finally, if the deal is agreed, a directly elected leader will be able to explore a local partnership with Great British Railways to shape and further improve local rail services.

3.4.7. Activity to date:

3.4.7.1. There is ongoing engagement with the Department of Transport to get early sight of the guidance to be published, which will in turn shape the work that needs to be done to update the current Local Transport Plan.

3.4.7.2. Next steps will be determined by what is required to deliver the above.

4. Impact of the Proposal

- 4.1. Norfolk has an ambitious vision for enhancing social and economic prosperity and increasing the wellbeing of our communities, as set out in [Better Together, For Norfolk 2021-2025](#).
- 4.2. The Deal for Norfolk contains significant new and devolved powers and funding for Norfolk and represents an opportunity to gain greater local control and influence across a range of issues that directly affect our residents that are currently decided in Whitehall.
- 4.3. It will enable us to invest in areas such as better transport, skills, job opportunities, housing and regeneration, tailored to the specific needs of local people, and will ensure that the County is not disadvantaged as other areas acquire their own devolution deals.
- 4.4. Both the Government and Norfolk County Council recognise that devolution is a journey, not a one-off event. This agreement would be the first step in a process of further devolution and will pave the way for future conversations as part of an ongoing dialogue; with the experience from other devolution areas showing that initial deals can open the door to receiving further powers, funding and influence.

5. Alternative Options

- 5.1. The Government's 2022 Levelling Up White Paper places a strong emphasis on the importance of directly elected local leadership, strong local governance, and partnerships and joint working across sensible and coherent economic geographies. These are seen as essential for delivering better local outcomes and more joined up public services, as well as providing a focal point for innovation and local collaboration with local accountability.
- 5.2. The Deal for Norfolk is contingent upon a County Council resolution to change the current leader and cabinet executive governance model to a 'directly elected leader and cabinet' governance model in December 2023.
- 5.3. If Council do not agree to change the model of governance, then the alternative option would be not to proceed with a Level 3 agreement. In that

case all of the elements above, except for the Adult Education Budget would not be available to Norfolk.

6. Financial Implications

- 6.1. Funding to Norfolk County Council as part of an agreed Deal includes capacity funding available to fund the set-up costs, governance costs and costs associated with delivering the commitments within the deal.
- 6.2. On 22 February 2023, Council agreed to allocated £250,000 to support the mobilisation of the County Deal, including the costs of the public consultation and any additional resources required, prior to capacity funding becoming available in December 2023, if the County Deal is approved.

7. Resource Implications

- 7.1. Staff: At the moment, implementation planning is done as part of officers' role. As part of implementation, there may be a need to draw together a programme team to support the delivery and monitoring of activity arising from devolution. Additional resources are not known yet, and further information will be presented to Committee when it is available.

7.2. Property: None at this point.

7.3. IT: None at this point.

8. Other Implications

8.1. Legal Implications:

8.2. Human Rights Implications: None.

8.3. Equality Impact Assessment (EqIA) (this must be included):

8.3.1. A comprehensive range of evidence has been gathered and analysed, to enable the Council to develop a sound equality impact assessment about the likely impacts of the Deal on people with protected characteristics. This has involved reviewing data about people and services that might be affected, contextual information and commissioned research about local areas and populations.

8.3.2. The equality impact assessment conducted as part of the public consultation on the County Deal, identified that the Deal has the potential to significantly enhance access for disabled and older people in Norfolk - and equality of opportunity for people with other protected characteristics. This will continue to be relevant to all aspects of the work to implement the County Deal and to inform implementation plans.

8.3.3. The equality impact assessment is included in the Cabinet papers for 5 June 2023, in section 11.4 below (pages 264 – 271)

8.4. Data Protection Impact Assessments (DPIA): N/A

8.5. Health and Safety implications (where appropriate): N/A.

8.6. Sustainability implications (where appropriate): None at this point.

8.7. Any Other Implications: None at this point.

9. Risk Implications / Assessment

9.1.

9.2.

10. Recommendations

The Select Committee is asked to:

1. consider the components of the “in-principle” devolution deal for Norfolk
2. offer thoughts and feedback on activity to date and proposed next steps, as summarised in this report
3. agree that further progress reports are presented to the Committee as appropriate

11. Background Papers

- 11.1. [Levelling Up the United Kingdom - GOV.UK \(www.gov.uk\)](https://www.gov.uk)
- 11.2. [Norfolk Devolution Deal text](#)
- 11.3. [A Devolution Deal for Norfolk - report to Cabinet Extraordinary Meeting 17 January 2023](#)
- 11.4. [Cabinet Agenda 5 June 2023](#) – A County Deal for Norfolk – Public Consultation and Equality Impact Assessment

Officer Contact

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Infrastructure and Development Select Committee

Item No: 9

Report Title: Integration of the New Anglia Local Enterprise Partnership functions

Date of Meeting: 12 July 2023

Responsible Cabinet Member: Cllr Mason-Billig (Leader and Cabinet Member for Strategy & Governance)

Responsible Director: Chris Starkie, incoming Director for Growth and Investment

Executive Summary

LEP integration into upper tier local authorities was announced in the Chancellor's March 2023 budget statement. The Chancellor announced that the government would launch a consultation into transferring responsibilities for local economic growth and development from LEPs to local authorities from April 2024.

Integration of LEPs is a key element of the in-principle County Deal, but the Chancellor's intention to integrate LEPs in all parts of England into local authorities means it is taking place with or without the in-principle County Deal.

There are a few options for the LEP Integration into Norfolk County Council, when taking into account the current New Anglia LEP Ltd's People, Functions, Assets and Liabilities. These will be explored with partners and stakeholders, who will continue to be briefed and involved in discussions.

Stakeholders include NCC members, Norfolk district council Chief Executive Officers and Norfolk district council leaders as well as business and education representatives.

The agreed in principle approach will, in due course, also need to be agreed by the New Anglia LEP Board and signed off by the Chair at a LEP Board meeting, currently scheduled for July 2023.

A LEP Integration Plan is then due to be submitted to Government later in the summer 2023, although this timescale could be delayed if the Government's response to its consultation on LEP transition is delayed beyond summer recess.

Recommendations / Action Required [delete as appropriate]

The Select Committee is asked to:

1. Consider the changes in policy for the integration of the LEP functions nationally and the role upper tier authorities are asked to undertake
2. Consider the approach proposed to integrate the LEP functions into Norfolk County Council
3. Provide feedback on the proposed approach

1. Background to LEP integration and purpose of the report

- 1.1. New Anglia Local Enterprise Partnership is one of 38 LEPs established under the Coalition Government in 2011 and covers the counties of Norfolk and Suffolk. At the time of its establishment, Government wanted LEPs to cover a minimum of two upper tier council areas.
- 1.2. The partnership was established as a company limited by guarantee with 16 board members, who serve as directors of the company, from local authorities, business and education. The leader of Norfolk County Council is a board member and director of the company.
- 1.3. Since 2011 the LEP has invested more than £150million in Norfolk and generated at least £650million in matched funding. Its investments have created approximately 8,000 jobs in the county, and more than 7,500 businesses provided with one-to-one support.
- 1.4. In a letter to LEPs and local authorities in March 2022 Government outlined its future plan for LEPs:

“Local Enterprise Partnerships (LEPs) have played an important role in supporting local economic growth since their inception in 2011. LEPs have brought businesses, education and local government together, delivered large capital investment schemes, provided vital support to businesses during COVID-19, hosted impactful programmes on behalf of government departments and developed economic strategies for their areas. Government values the contribution LEPs have made and continue to make to their local economies.

“The publication of the Levelling Up White Paper marked a turning point for local growth policy. It set out a series of ambitious missions to level up by, for example, increasing pay, employment, skills and productivity, ensuring every area has a globally competitive city, and offering every part of England a devolution deal that wants one within the new devolution framework. The missions will be cross-government, cross-society efforts, and it will be vital that the private sector plays a role in delivering against them. Government recognises the strategic value of involving business leaders and other stakeholders in local decision-making, and of locally-led economic strategies covering functional economic areas. Government have therefore advised they will be re-wiring the system to ensure it is fit for purpose, including by integrating the functions and roles of LEPs into unitary and upper tier local authorities....

“Government wants to ensure that businesses will continue to be able to access the support, insights and representation that LEPs provide, and to ensure that an independent business and stakeholder voice continues to play its vital role supporting growth in all parts of England.”

- 1.5. In the Budget Statement, 15th March 2023, the Chancellor developed the Government’s position, announcing that the Government would launch a consultation into transferring responsibilities for local economic growth and development from LEPs to local authorities, from April 2024. The Government is minded to stop core funding from 24/25, with LEP functions to be delivered by local government.
- 1.6. The Department for Levelling up, Housing and Communities (DLUHC) has requested that each local authority and Local Enterprise Partnership submit a questionnaire with relating to LEP integration. Norfolk County Council, Suffolk County Council and New Anglia LEP worked together to coordinate their responses to the questionnaire.
- 1.7. The purpose of this report is to set out a proposal for the integration of New Anglia Local Enterprise Partnership (LEP) into Norfolk County Council.

2. LEP Functions for Integration

- 2.1 New Anglia LEP delivers a number of functions for Government, for which it either receives core Government funding or separate grant funding (eg Growth Hubs, Careers Hub, Skills Boot Camps).
- 2.2 The Government has highlighted which LEP functions it wishes to see continue. This was set out in a letter to LEPs in March 2022. Government expects the following LEP functions to continue:
 - Strong independent **business voice** via a new Norfolk business board
 - Strategic **economic planning** in partnership with local leaders which clearly articulates the area’s economic priorities and strengths
 - **Delivery of functions** on behalf of Government including (but not limited to) Growth Hubs, Careers Hubs, **Enterprise Zones**
 - **Skills analysis** to support Local Skills Improvement Plans
 - Monitoring and assurance of existing local growth programmes of funds for which LEPs are responsible (e.g. Growth Deal and Getting Building Fund).
- 2.3 The LEP has a wide range of functions and programmes to consider which go beyond the Government’s core list:
 - **Inward Investment** – Invest Norfolk and Suffolk

- Growth Hub and **wider business support** eg Scale Up New Anglia
- **Business grant and loan programmes** eg Growing Places Fund, Growth Through Innovation
- **Industry councils** and sector groups such as Agri-tech, Energy and ICT Digital, plus programmes such as NAAME and Space East
- **Innovation Board** and Connected Innovation programme
- **Skills advisory panel** (panel itself stood down work on a successor underway)
- **Skills Boot Camps** programme
- **Careers Hub and Enterprise Adviser Network**

1.8. The LEP also has responsibilities to monitor existing and legacy programmes, which Government has indicated need including in the transition.

These include:

- Growth Deal and Getting Building Fund
- Growing Business Fund
- Enterprise Zones
- ERDF Growth Programme (Growth Hub, small grants programme)

2.4 New Anglia LEP operates across both Norfolk and Suffolk County Council, with the accountable body underwriting LEP finances, being Suffolk County Council. A LEP integration will therefore need to be planned for both Suffolk and Norfolk County Councils, who must jointly decide how the functions will be delivered and how LEP assets and liabilities will be transferred.

3. LEP Assets

3.1 The LEP has a number of assets, which are not covered by the transfer of functions. These assets include:

- Enterprise Zone agreements and revenues
- Property investments and loans
- New Anglia Capital portfolio

3.2 Local agreements will be required with district partners and the LEP board over how these assets are managed as part of LEP Integration.

3.3 Norfolk and Suffolk County Councils have agreed, in principle, the assets will be split by geographies – Norfolk County Council will manage assets relating to Norfolk as part of the transition, and Suffolk will manage assets relating to Suffolk.

3.4 New Anglia LEP has a number of Enterprise Zone agreements in Norfolk: Nar Ouse in King's Lynn, South Denes and Beacon Park in Great Yarmouth, the Norwich Research Park in South Norfolk and Scottow Enterprise Park in North Norfolk. These enterprise zones generate revenue through retained business rates, a proportion of which is currently ring-fenced for New Anglia LEP to deliver economic development. Therefore, this needs to be considered as part of the integration plan. There are also monitoring responsibilities for existing Memoranda of Understanding (MoUs) agreements for each enterprise zone.

3.5 New Anglia LEP also has a number of property investments and loans, which will require agreements between local partners as to how these are handled as part of the LEP integration.

3.6 There is also the New Anglia Capital portfolio - New Anglia Capital is a separate legal entity (100% owned by NALEP) which makes investments in potential high growth companies who do not have access to mainstream finance. Essentially it exists to address a market failure in the finance sector. New Anglia Capital will need to be treated separately as part of the integration.

4. LEP Staff

4.1 New Anglia LEP currently has a number of staff employed across its services and core business responsibilities.

4.2 New Anglia LEP Integration plan will include the LEP's current organisational structure. New Anglia LEP is currently taking specialist advice as to whether TUPE applies to all roles. Some roles relate to core services, others relate to programmes with fixed contract terms.

4.3 Once it is understood which roles are in scope where TUPE would apply, Norfolk and Suffolk County Councils will agree how these roles will be hosted across the separate authorities.

4.4 The LEP has sufficient reserves to cover any potential staff liabilities arising from the transition.

5. Proposal for LEP Integration

5.1 Proposals for Norfolk's LEP integration plan will cover five key areas:

- LEP Functions and Programmes
- LEP Staff
- LEP Assets and Loans
- New Anglia Capital (wholly owned LEP subsidiary)
- Establishment of Business Board

- 5.2 For New Anglia LEP continuing Functions and Programmes with funding attached, it is anticipated that those relevant to Norfolk will be transferred into Norfolk County Council, and those relevant to Suffolk will be transferred into Suffolk County Council. At present, this is caveated with core funding being received from government to deliver certain services.
- 5.3 The two authorities will agree an appropriate split of staffing and funding in a way which ensures continuity of service and maximises operational efficiencies. New Anglia LEP functions reliant on core funding would be transferred subject to core funding being received from government.
- 5.4 It is anticipated that there will be some staff who are in scope of this work and would transfer to Norfolk and Suffolk County Councils within timescales to be agreed. Integration of functions and funding into Norfolk County Council, but not staff, (on the grounds Growth and Investment already has the skills and capabilities) is not a viable option and could be a breach of TUPE regulations. This will continue to be reviewed.
- 5.5 With regards to LEP assets, Norfolk County Council with its partners and the LEP are exploring a number of options and models in the period of June and July 2023 to ensure that there is ongoing collaboration between all partners to support our joint economic growth objectives and ambitions.
- 5.6 With regards to the New Anglia Capital, Norfolk County Council and Suffolk County Council will need to work together with the LEP board to consider options which will also include the portfolio of investments. Options include continuing to manage and grow the portfolio as a joint asset, splitting the portfolio, freezing the portfolio or looking for a joint venture partner. It is proposed that Norfolk and Suffolk colleagues continue to investigate options for later consideration.
- 5.7 Finally with regards to the establishment of a business board. The role of business is seen as critical in the process of LEP integration and Government has mandated the creation of a business board. Norfolk County Council has started engaging with business representatives on the development of a business board, with work due to step up with members and stakeholders over the optimum terms of reference including governance and responsibilities of the business board.
- 5.8 A number of discussions have been taking place over the past 2 months with Government, to determine expectations and more specific timescales for individual streams of work. Workshops with partners and stakeholders continue to ensure options explore meet their needs and expectations. The end approach will also need to be agreed by the New Anglia LEP Board.
- 5.9 For Norfolk County Council members, ongoing engagement with this work will take place through the Members' Engagement Working Group meetings which take place every two weeks. A further report to the Committee will be brought back in September 2023.

6. Impact of proposals

- 6.1. Integration of LEPs is a key element of the in-principle County Deal, but the Chancellor's intention to integrate LEPs in all parts of England into local authorities means it is taking place with or without the in-principle County Deal.
- 6.2. The proposed approaches above provide high level view of the process for integrating the continuing functions, funding and staff into Norfolk County Council and Suffolk County Council, in line with the Government's approach and timeline for integration.
- 6.3. The Council believes this the approaches to integration will complement and strengthen the county council's support for businesses and skills programmes, while continuing the partnership model fostered by the LEP.
- 6.4. For Norfolk County Council, it will be important to ensure that the final option chosen as a result of current work, will have the least financial and legal implications to NCC, and be supported by model of Governance that continues to foster partnership and collaboration.

7. Key milestones

- 7.1. The key milestones outlined below are estimated based on current Government policy and could be subject to change as we approach summer recess.
 - Norfolk and Suffolk County Councils to agree target org structures for the LEP integration – July 2023
 - External consultation on proposed changes 2023 – to be completed July / August 2023
 - LEB Board sign off draft proposed Norfolk LEP Integration Plan – July 2023
 - Norfolk LEP Integration Plan proposals submitted to Government – August 2023
 - Arrangement of transfer of assets and staff notifications – October to December 2023
 - Closure of New Anglia LEP - Norfolk and Suffolk County Council LEP Integration completes - March 2024

8. Financial Implications

- 8.1. Any integration plan proposal should be met within existing budgets

9. Policy implications

9.1. The proposal for integrating the LEP will increase the county council's role in supporting growth and skills, and increase the public profile of this activity with local businesses and business leaders.

10. Resource Implications

- 10.1. **Staff:** The proposal will require appropriate Human Resources advice and support given the TUPE transfers
- 10.2. **Property:** N/A
- 10.3. **IT:** N/A

11. Other Implications

11.1. **Legal Implications:** The proposal will require appropriate legal support given for the reframing of legal agreements regarding shared assets and the novation of a number of contracts from the LEP to NCC.

11.2. **Human Rights Implications: N/A**

11.3. **Equality Impact Assessment (EqIA) (this must be included):**

11.3.1. A comprehensive range of evidence has been gathered and analysed, to enable the Council to develop a sound equality impact assessment about the likely impacts of the Deal on people with protected characteristics. This has involved reviewing data about people and services that might be affected, contextual information and commissioned research about local areas and populations.

11.3.2. The equality impact assessment conducted as part of the public consultation on the County Deal, identified that a core theme in the public consultation was a desire to ensure that the needs of disabled and older people in Norfolk and people with other protected characteristics in relation to growth, infrastructure, employment, housing, transport and education are understood championed, prioritised and addressed.

11.3.3. Although the integration of the LEP functions now forms part of a separate Government policy to that of the County Deal, it will still contribute to ensuring that everyone in Norfolk is able to play their part in developing Norfolk's economy, and LEP strategy will always give due regard to equality.

11.3.4. Details of the equality impact assessment is included in the Cabinet papers for 5 June 2023, in section 9.4 below (pages 264 – 271)

6.1. Data Protection Impact Assessments (DPIA): N/A

6.2. Health and Safety implications (where appropriate): N/A

6.3. Sustainability implications (where appropriate): N/A

6.4. Any Other Implications: N/A

7. Risk Implications / Assessment

7.1. Although any integration plan proposal should be met within existing budgets, the county council will need to consider if it is prepared, as a point of principle, to deliver functions on behalf of Government were core funding not to be forthcoming.

8. Recommendations

The Select Committee is asked to:

1. Consider the changes in policy for the integration of the LEP functions nationally and the role upper tier authorities are asked to undertake
2. Consider the approach proposed to integrate the LEP functions into Norfolk County Council
3. Provide feedback on the proposed approach

9. Background Papers

- 9.1. [Levelling Up the United Kingdom - GOV.UK \(www.gov.uk\)](https://www.gov.uk)
- 9.2. [Norfolk Devolution Deal text](#)
- 9.3. [A Devolution Deal for Norfolk - report to Cabinet Extraordinary Meeting 17 January 2023](#)
- 9.4. [Cabinet Agenda 5 June 2023](#) – A County Deal for Norfolk – Public Consultation and Equality Impact Assessment

Officer Contact

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

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Infrastructure and Development Select Committee

Item No: 10

Report Title: Performance of Key Highways Contracts

Date of Meeting: 12 July 2022

Responsible Cabinet Member: Cllr Graham Plant (Cabinet Member for Highways, Infrastructure & Transport)

Responsible Director: Grahame Bygrave (Interim Executive Director, Community and Environmental Services)

Executive Summary

Contracts that Norfolk County Council (NCC) have awarded are regularly reviewed to ensure performance targets are achieved.

Over the length of the contracts identified in this report, the Council has seen benefits in terms of innovation to the value of £3.24m. This has helped reduce scheme costs allowing more schemes to be delivered for the same amount of funding.

Each of the contractors have achieved additional years added to their respective contract terms through meeting the required performance targets.

Action Required

The Select Committee is asked to:

1. Review and to comment on key highway contract performance and arrangements.

1. Background and Purpose

1.1.1. The following report summarises the active contracts the Council's Highways Service has procured in terms of services provided, performance and value for money. The Highway Service Contracts reviewed in this report are as follows:

- Tarmac;
- Norse Highways;
- WSP;

- Swarco (formerly Dynniq);
- Amey;
- Eastern Highways Alliance (EHA).

1.1.2. Throughout 2022/23 the Senior Executive Review & Joint Management Team consisting of representation from Tarmac, Norfolk County Council, WSP & Swarco continued to deliver on collaboration with efficiencies & innovation continuing to be managed through the following Value Creation Teams (VCT):

- Asset Management - Sustainability & Carbon Reduction;
- Materials Innovation;
- Scheme / Early Contractor Involvement (ECI) processes;
- Collaboration.

1.1.3. A new VCT was setup in the last financial year to develop a strategy and innovate the way we decarbonise the highway network. This will be a key development area moving forward and this VCT contributes towards the Council's Norfolk Climate Strategy.

1.2. **Tarmac**

1.2.1. The contract became operational in April 2014 and has an average turnover of around £42m per year. This can vary depending on the actual level of Government funding allocations received. Lafarge Tarmac were rebranded as Tarmac in July 2015.

1.2.2. The Council uses Tarmac for construction and routine maintenance works on the highway. They have a robust network of sub-contractors that allow the Council to access specialist services, as well as utilise the expertise of Tarmac's in-house teams. Tarmac undertake the following works for the Council:

- Grass cutting (both rural and urban);
- Weed treatment;
- Gully clearing and drainage investigation surveys;
- Topographical surveys;
- Surface Dressing;
- Bridge maintenance;
- Bridge schemes;
- Vehicle Restraint System (VRS) works;
- Patching (carriageway and footway);
- Delivery of large schemes (e.g., footway, drainage, resurfacing, etc.);
- Major schemes (e.g., Transforming Cities etc.)
- Externally funded works (S278, Developer funded works and District Council works etc.);
- Road markings.

1.2.3. A performance meeting is held on a monthly basis to:

- monitor task order progress against the agreed programme;
- monitor budgets;
- review performance of the service;
- review available resources;
- discuss health & safety issues;
- review our collaborative approach to deliver the highway service;
- identify value engineering options as new industry practices emerge.

1.3. Norse Highways

1.3.1. Commercialisation of Highways Services was approved in January 2019. The Council's internal Highway Works team was transferred to a new business within Norse, called Norse Highways, from 1 October 2019. Key service areas delivered by Norse Highways include:

- Highway works (routine maintenance e.g. pothole repairs, drainage works, sign repairs & winter services);
- Highways Laboratory;
- CES Fleet Services (including Norfolk Fire & Rescue Service fleet);
- Fast Lane Training Services.

This contract has been operating since October 2019 and has an average turnover of around £22m per year.

1.3.2. Norse also have a robust network of sub-contractors that allow the Council to access expert companies, as well as utilise the skills of Norse Highways in-house teams. Norse Highways undertake the following types of work:

- Verge & hedge maintenance;
- Road signs;
- Structures maintenance;
- Pothole repairs;
- Emergency works (e.g. out of ours service delivery);
- Delivery of allocated capital schemes (e.g. footway, drainage,);
- Public Right of Way (PRoW) maintenance;
- Patching (carriageway and footway);
- Footway repairs;
- Road stud replacements;
- Drainage works;
- Parish Partnership & Road Safety Community Fund schemes;
- Local Member budget works;
- Small private works (e.g. private driveway accesses);
- Winter gritting service.

Performance meetings are held on a monthly basis to:

- monitor task order progress against the agreed programme; &
- monitor budgets;
- review performance of the service;
- review available resources;
- discuss health and safety issues;
- review our collaborative approach to delivering the service;
- identify value engineering options as new industry practices emerge;
- discuss progress made on areas of the service (as 1.3.1 above).

1.4. WSP

1.4.1. This contract was awarded to Mouchel in October 2013 to commence from April 2014 with an original turnover of £3m per year. This has now increased to around £9m per year which reflects the range of schemes delivered and increases in funding from the Department for Transport, through the award of successful funding bids such as Transforming Cities and Bus Service Improvement Plan (BSIP) funding to the County Council. In many cases, these bids have been supported and developed jointly with WSP. The Mouchel contract was novated to WSP in July 2017 due to the acquisition of Mouchel by WSP in October 2016.

1.4.2. The Council has a contract with WSP for their professional services in Highway Design. WSP employees work collaboratively with our in-house design team in order to deliver the highways capital programme of works. WSP have experienced staff across the world in numerous specialist fields. We use WSP staff across the UK to help deliver Major Projects (such as the Gt Yarmouth 3rd River Crossing, Norwich Western Link and Long Stratton Bypass).

1.4.3. WSP staff (currently 57.5 FTE) are embedded in the Council's highway design delivery teams. Weekly review meetings ensure the WSP design resource is managed efficiently in order to deliver highway scheme design priorities.

Contract review meetings are held on a quarterly basis to:

- review key issues;
- monitor progress against the agreed programme;
- review performance of the service;
- discuss innovations and any future saving opportunities;
- review available resources.

1.5. Swarco

1.5.1. This contract was originally awarded to Imtech and has been operating since April 2014 with an average turnover of £1.2m per year. Imtech were rebranded as Dynniq in June 2016. More recently in April 2022, Dynniq were rebranded as Swarco.

1.5.2. Swarco are contracted to maintain Norfolk's network of permanent traffic signals. Swarco work closely with the Council's Electrical Services Team who manage the county's permanent traffic signals and Intelligent Transport Systems (ITS).

1.5.3. Swarco undertake the following works for the Council:

- Maintenance of existing traffic signal assets;
- Installation of new traffic signal assets;
- Key involvement in schemes with controlled crossings.

1.5.4. Monthly service delivery meetings are held to discuss:

- Contract
 - General issues;
 - Schedule of rate issues;
 - Procurement issues;
- Health & Safety
 - Incidents / Accidents;
 - Site specific risks;
- Performance Management;
 - KPI Review;
- Innovation & Efficiencies
- Routine Works Programme
 - Maintenance issues;
- Installation Works Programme
 - Installation issues.

1.5.5. A contract review meeting is held on a quarterly basis to:

- review key issues (installation, maintenance, communication);
- review health and safety incidents;
- review performance of the service;
- discuss innovations and any efficiencies;
- review available resources.

1.6. Amey "Norfolk Streetlighting Private Finance Initiative (PFI)"

1.6.1. This PFI started in February 2008 and has an average turnover of around £8m per year.

1.6.2. Under the PFI, Amey maintains all the Council owned streetlights, illuminated signs and illuminated bollards. The contract transfers all risks associated with these assets to Amey, throughout the lifetime of the contract. The contract has two main periods of investment to bring aging assets up to relevant standards (agreed at the beginning of the contract) and allows for new assets to be

accrued into the scope of the contract (providing they also meet the relevant standards). Amey carry out street lighting design and installation work for all highway improvement schemes.

1.6.3. Amey undertake the following works for the Council:

- Emergency response following RTA (Road Traffic Accident) damage;
- Replacement programme of street lighting assets;
- Liaison with contractors for VAS (Vehicle Activated Sign), streetlighting, etc.;
- Moving electrical supplies to enable safe working on schemes;
- Maintenance of the asset.

1.6.4. Monthly meetings are held to discuss and agree the Monthly Service Performance Report (MSPR). The MSPR sets out the Unitary Charge (the fee Norfolk County Council pays for the service provided by the PFI) and notifies the client (NCC) of all deductions applicable under the terms of the contract. The meeting also covers:

- review key issues;
- monitor progress of the investment programmes; &
- review performance of the service, working with the contractor to improve delivery where required.

1.7. Eastern Highway Alliance

1.7.1. The aim of the Eastern Highways Alliance (EHA) is to support the EHA Members (listed in 1.7.2) to achieve better quality highway, public realm and infrastructure schemes at lower cost by combining and sharing resources.

The Alliance establishes several pre-qualified contractors that have already been assessed for their suitability to deliver highway projects. Highway schemes are tendered through the alliance framework, but it is quicker than an open tender process. This provides greater resilience for Norfolk in addition to our existing arrangements with Tarmac and Norse Highways.

The Eastern Highways Framework Contract operated from April 2016 to March 2020. The next 4-year Framework commenced in October 2020. The Council is currently delivering a large scheme in Kings Lynn on behalf of the Borough Council of King's Lynn & West Norfolk, for completion via the EHA Framework over the coming years.

1.7.2. Current EHA Members include the following Local Authorities:

- Bedford Borough Council;
- Cambridgeshire County Council;
- Central Bedfordshire Council;

- Essex County Council;
- Hertfordshire County Council;
- Luton Borough Council;
- Norfolk County Council;
- Peterborough City Council;
- Suffolk County Council;
- Southend On Sea Borough Council.

1.7.3. The strategic objectives for this Framework are:

- To provide an efficient and effective means of procuring highways and other construction works for local authorities in the Eastern region;
- To use collaborative procurement to provide cost-effective delivery options to the Eastern Highways Alliance Members;
- To meet the requirements of current and potential future Alliance members for project delivery specifically in terms of cost, quality, and timescales;
- To promote positive and professional relationships between Alliance members and the Framework Suppliers;
- To provide additional capacity and positive challenge to existing delivery options;
- To drive future scheme delivery in accordance with HMEP principles, specifically:
 - Continuous improvement;
 - Cost savings through increased efficiency and innovation;
 - Greater engagement of the supply chain.

1.7.4. EHA Governance

- The Executive Board meets every three months unless otherwise agreed;
- The Framework Steering Group (FSG) meets quarterly unless otherwise agreed and reports to the Board;
- The Framework User Group (FUG) will meet bi-monthly unless otherwise agreed and will report to the FSG.

1.8 Highways Defect Location

1.8.1 Members can see what defects have been reported by members of the public in their division by opening this map: [Current Enquiries \(norfolk.gov.uk\)](https://www.norfolk.gov.uk/current-enquiries). This can also be found via the Councillors Portal Services Page: Council services - [myNet \(norfolk.gov.uk\)](https://www.norfolk.gov.uk/myNet)

2. Contract Performance Summaries

2.1. The contracts, which started their first year in April 2014, were developed following a strategic review of the Highways Service. The contracts include specific requirements around performance targets, which was agreed with Members as part of the fundamental criteria for the new contracts. The performance management regime within the contracts specifies key targets that each supplier has to achieve and is defined in the Contract Service Information.

2.1.1. Annex 4 of the contracts detail the Annual Strategic Score banding to be used for performance measures.

Annual Strategic Score	Banding	Result
Less than 3	C	Service period reduced
At least 3, but less than 4	B	Service period unchanged
At least 4	A	Service period extended

For an additional year to be granted for good performance, an Annual Strategic Score of at least 4 has been achieved (not applied in year 1 of each contract).

2.1.2. An overview of the annual performance of each contract can be seen in section 2.2-2.6 below.

2.2. Tarmac Performance Summary

2.2.1. Tarmac's performance is summarised in the table below.:

Year of the contract	Service Delivery (x /5.0)	Public Satisfaction (x /5.0)	Innovation score (x /5.0)	Annual Strategic Score (x /5.0)
Year 1 (2014-15)	3.8	4.0	3.0	3.6
Year 2 (2015-16)	4.9	4.0	1.0	4.2
Year 3 (2016-17)	4.9	4.0	3.0	4.3
Year 4 (2017-18)	4.9	3.0	1.0	4.2
Year 5 (2018-19)	4.4	4.0	5.0	4.5
Year 6 (2019-20)	4.5	4.0	5.0	4.4
Year 7 (2020-21)	4.5	4.0	5.0	4.5
Year 8 (2021-22)	4.5	4.0	5.0	4.4
Year 9 (2022-23)	4.5	4.6	5.0	4.5

2.2.2. Over the duration of the contract, Tarmac's performance has been consistent with all but the first year achieving over 4.0. Based on their consistent performance, the contract has been extended to 12 years (until 2026), with agreed minimum turnover and savings targets.

2.2.3. Service Delivery, which includes the work activities detailed in point 1.2.2, scored highly at 4.5 over the length of the contract despite the year-on-year increase in targets defined within the contract. This has remained consistently high for year 9.

2.2.4. Tarmac has a strong focus on customer service. Tarmac issue several customer satisfaction questionnaires each month which relate to highway scheme delivery. On average the response rate is typically 20%. For year 9, the average number of surveys returned was 87, which is an improvement on last year's figure of 332. The service areas they ask for opinions on are as follows:

Service Area	Average Score (Year 7) (x /10.0)	Average Score (Year 8) (x /10.0)	Average Score (Year 9) (x /10.0)
Information received in timely manner	9.3	8.8	9.4
Quality matched expectations	9.0	8.6	8.9
Access to frontages	9.3	9.0	9.4
Site tidiness	9.4	9.2	9.2
Workforce helpfulness & courtesy	9.6	9.5	9.5

The figures show that public perception has remained strong over the last 12 months (year 9) with the average score achieved improving in all areas, but one where it remained consistently high.

Although the response level is improved compared to last year, submissions must be returned by post. A further trial of QR codes is being undertaken to determine whether response rates improve. It is anticipated that a trial site in an urban area would result in a higher response rate.

2.2.5. Tarmac has a very strong health and safety record which is measured through Accident Incident Rate (AIR) and audit scores. Tarmac has recorded one Lost Time Injury (LTI) & one RIDDOR (Reports of Injuries, Diseases and Dangerous Occurrences) in Year 9 of the contract relating to the same incident. 875 Safety Observations were recorded during the year documenting unsafe acts, unsafe conditions, near hits along with positive reporting thus representing a consistent learning mindset to identifying potential safety risks & resolving them. Each Safety Observation is responded to by one of three operational managers. The outcome of these observations are captured and shared across the business.

2.2.6. Innovation has been scored a 5.0 for the last 5 years of the contract with Tarmac achieving 140% of year 9's original target. To date, Tarmac have

identified innovations totalling £ £1,890,966 (listed in paragraph 3.2.2 below). This reduction in cost enables more highways work to be delivered for the same amount of funding.

Innovation has been achieved by:

- Identifying ways in which a task can be made more efficient and more cost effective (i.e. Value Engineering);
- Close collaboration between NCC and Tarmac to identify alternative working practices or materials.

2.2.7. For year 9, Tarmac have scored well in collaboration, scoring 4.0 in this metric. Payment to subcontractors reduced marginally compared with year 8, achieving 3.9. These are above the contract-to-date average scores of 3.8 and 3.7 in the respective areas.

2.2.8. The bridges performance metric, introduced as a trial for year 8 has been made permanent for year 9 onwards. This metric was introduced to measure the performance of bridge works, to complement the scheme’s performance score.

2.3. Norse Highway Performance Summary

2.3.1. The commercialisation arrangements with Norse Highways have been operational since 1 October 2019. Over this time, the following performance measures have been achieved. The performance is generally very high. The priority C performance is above target, and this compares favourably with pre-Norse Highways (April – September) figures, where the priority C defect response time was 70% completed on time.

The Transport Asset Management Plan (TAMP) outlines the timescales for orders to be completed. This is available in Appendix D (vi) of the TAMP and is reproduced below:

Order	Timescale
Priority A	2 hours
Priority B	Up to 4 days
Priority C	Up to 28 days
Priority D	Up to 84 days

2.3.2.

Priority	KPI target	Defects repaired	Completed on-time (Year 0.5)	Completed on-time (Year 1)	Completed on-time (Year 2)	Completed on-time (Year 3)
A	95%	1,216	99.9%	99.9%	100.0%	99.9%
B	95%	3,570	96.6%	97.2%	96.9%	97.7%
C	85%	11,456	90.3%	93.6%	88.1%	93.9%
D	85%	6,893	98.7%	97.6%	92.0%	98.1%

2.3.3. The full year 3 scores are higher than last year across all priorities, apart from the priority A works (99.9%). PB defects are broadly similar to last year with a slight improvement by 0.8%. It is noted the increase in performance for PC defects which has improved by 5.8%, similar to year 1 performance. Similarly, PD defects have improved by 6.1%. All categories of works are completed well within the targets set out in the contract.

2.3.4. In year 3, 62 (out of 3639 unique work references) Fixed Penalty Notices (FPN's) have been issued to Norse for failure to comply with the stipulations of the permits granted under the New Roads and Streetworks Act. The target of 95% has again been surpassed for year 3 with a score of 98.3%. FPN values for the other contractors are included within their respective overall strategic KPI performance score. As such, these have not been reported specifically within this report.

2.3.5. In 2022/23 there were 66.1 full route equivalent gritting actions undertaken using 19,333 tonnes of salt. There were particular challenges this year within the wider industry with regard to workforce availability, however Norse Highways managed this well. Norse Highways completed 88.7% of winter gritting routes within the target 3-hour window, the target being 80%. It's also worth noting that the timing of the action affects this metric, for example peak traffic will cause over-runs due to school and rush hour traffic.

2.4. WSP Performance Summary

2.4.1. Over the duration of the contract, WSP's performance has been consistently high. For this reason, the contract has been extended to 12 years (until 2026), with agreed minimum turnover and savings targets. This brings annual savings of between £30,000 to £40,000 depending on actual turnover.

2.4.2. The table below summarises the performance scores that WSP have achieved over the length of the contract:

Year of the contract	Service Delivery (x /5.0)	Collaborative Working (x /5.0)	Innovation score (x /5.0)	Annual Strategic Score (x /5.0)
Year 1 (2014-15)	N/A	N/A	N/A	N/A
Year 2 (2015-16)	4.4	4.0	4.0	4.2
Year 3 (2016-17)	5.0	4.0	3.0	4.4
Year 4 (2017-18)	4.6	4.0	1.0	3.8
Year 5 (2018-19)	4.8	4.0	5.0	4.5
Year 6 (2019-20)	4.8	4.0	1.0	4.1
Year 7 (2020-21)	5.0	4.0	5.0	4.6
Year 8 (2021-22)	5.0	4.0	5.0	4.4
Year 9 (2022/23)	5.0	4.0	5.0	4.4

- 2.4.3. WSPs annual strategic score of 4.4 for year 9 is within banding A. WSP has achieved strong scores over the duration of the contract, achieving over a 4.0 in all years but one (2017/18). (A score greater than 4 results in an extension to the service period).
- 2.4.4. Service Delivery scored on average 4.8 over the length of the contract despite the year-on-year increase in targets defined within the contract.
- 2.4.5. Innovation scores have fluctuated over the length of the contract. The average score has been 3.6. Some years have been poor, where the targets have not been met, whereas some years targets have been exceeded by 165%. Innovation is analysed further in point 3.4 below. Year 9 has seen WSP exceed their innovation target by 200% which is excellent.

This fluctuation can be explained by the fact that it is difficult for WSP to change the way they work. WSP do not play an operational role in delivering the highways service, as for example Tarmac do. This means they have significantly fewer opportunities to identify innovations.

- 2.4.6. WSP have achieved strong scores in collaborative working, scoring an average of 4.0. This is achieved by undertaking a 360° appraisal of key staff members across WSP by senior managers from NCC. Leadership & contract commitments has remained at 3.0 for year 9, bringing the average score for the full contract duration to 3.6.

2.5. Swarco Performance Summary

- 2.5.1. Over the duration of the contract, Swarco's performance has been consistently above the targets set, apart from the first year. For this reason, the contract has been extended to 12 years (until 2026), with agreed minimum turnover and savings targets, which brings annual savings of around £12,000.
- 2.5.2. The table below summarises the scores Swarco have achieved over the duration of the contract:

Year of the contract	Service Delivery (x /5.0)	Public Satisfaction (x /5.0)	Innovation score (x /5.0)	Annual Strategic Score (x /5.0)
Year 1 (2014-15)	4.2	1.0	1.0	3.3
Year 2 (2015-16)	4.2	3.0	3.0	4.1
Year 3 (2016-17)	4.3	3.0	1.0	4.0
Year 4 (2017-18)	4.8	N/A	1.0	4.4
Year 5 (2018-19)	4.3	N/A	5.0	4.5
Year 6 (2019-20)	4.3	N/A	5.0	4.6
Year 7 (2020-21)	4.3	N/A	5.0	4.6
Year 8 (2021-22)	4.8	N/A	5.0	4.8
Year 9 (2022-23)	4.8	N/A	5.0	4.9

- 2.5.3. Swarco's annual strategic score of 4.9 for year 9 is within banding A. The annual strategic score achieved since the start of the contract have been above 4.0 apart from year 1 (2014/15).
- 2.5.4. Service Delivery scored highly, at 4.4 on average over the length of the contract representing a very good level of performance against contract measures despite the year-on-year increase in targets defined within the contract. Swarco have exceeded the average this year, with a score of 4.8 which is excellent performance.
- 2.5.5. Public satisfaction was removed from the contract measures in 2017/18 because surveys proved problematic and were only relevant on a small number of schemes where Swarco were Principal Contractor. Norse Highways is now the Principal Contractor, so this measure was no longer required.
- 2.5.6. Innovation has been scored 5.0 for the past 5 years. The efficiency savings achieved in 2022/23 was just over £27,250, which is 194% of the original target.
- 2.5.7. Health and Safety has been scored a maximum 5.0 over the last 9 years of the contract which is excellent performance.

2.6. **Amey Performance Summary**

- 2.6.1. Amey provide the street lighting service through a PFI, therefore the performance monitoring is not carried out in the same way as for the other, more recent contracts.
- 2.6.2. The contract is structured around several performance standards and Amey self-report on their performance. Deductions for any failures are levied against the monthly Unitary Charge, which incentivises the contractor to perform well.
- 2.6.3. Key Performance Standards within the contract are:

2.6.4. Performance Standard 2 (PS2) - Lighting Performance and Planned Maintenance

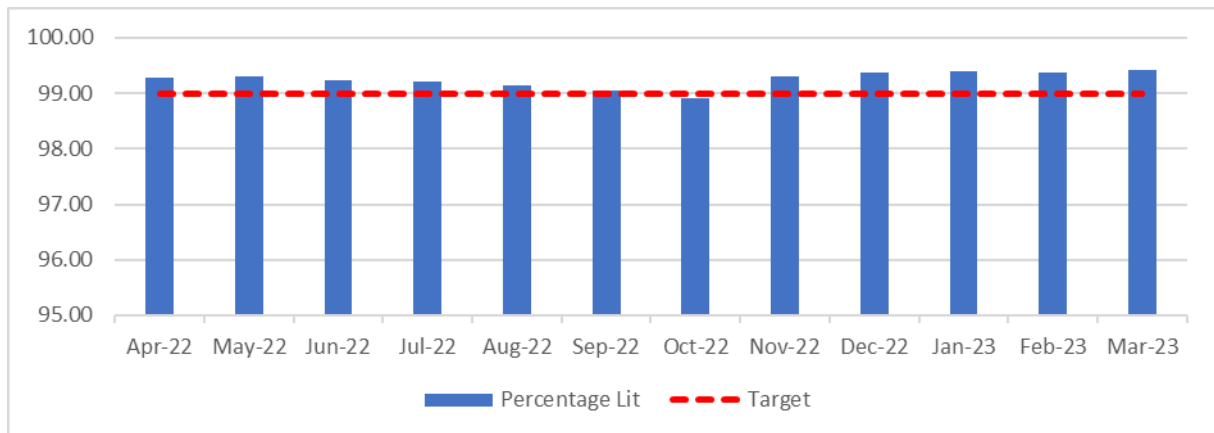
This requires that no less than 99% of all NCC streetlights are in light at any time.

Performance Standard 3 (PS3) - Operational Responsiveness and Reactive Maintenance

This gives timescales for which all reactive maintenance must be rectified. There are different requirements for different kinds of faults. For example, Emergency faults (such as exposed live wires or an RTC) must be attended within 2 hours whereas a fault such as a lamp replacement must be attended to within 5 working days.

2.6.5. The 2022 National Highways & Transport (NHT) survey contained in Appendix A, indicates that customers are satisfied with the street lighting service. In terms of 'provision of street lighting', the service scored 58% this year, matching the average. In terms of 'speed of repair to streetlights' a score of 56% was achieved, which is above the average of 54%. The overall Key Benchmark Indicator (KBI25) score of 61% is 1% below the national average of 62%.

2.6.6. Percentage units in light 22/23



Amey have ensured that streetlights remain operational above the required 99% target for all of 2022/23 except for October 2022 where the percentage for the month was 98.92%. Performance dipped below this target in the first year of the contract on 4 occasions (worst case = 89.7%) but has subsequently remained above 99%. This equates to 5 months in 183 months.

2.6.7. Below are some highlight figures from the PFI to date:

- **Health & Safety** – Amey are currently at 175 days without a RIDDOR and an Employee Injury rate of 4.4 (at December 2022);
- **Emergency Attendance** – Amey have attended 8,434 emergency call outs since the start of the contract;
- **Out of hours attendance** – Amey have attended over 15,800 out-of-hours faults;
- **Non-routine faults** – Amey have attended over 174,421 non-routine faults with an average repair time of 3.06 days;
- **Replacement Units** – Amey have replaced over 4,416 units due to knockdowns, damage or age;
- **Improved environmental performance** by reducing energy consumption by initially upgrading to SON, then LED lanterns. Cumulative savings of 71m kWh and over 22,200 tonnes of CO2 since 2008 have been achieved, along with financial savings of around £15.6m for the County Council. This key environmental benefit continues to increase with the ongoing rollout of the LED streetlights programme.

3. Value for money and sustainability

3.1. Ensuring value for money in the contracts is a key driver for the Council.

3.1.1. Before a contract is agreed, procurement exercises are undertaken where contractors take part in a competitive tender process. They provide their best price, quality and level of service that they can offer to the Council. In each of the contracts identified in this report, the Council has compared all information provided by other suppliers. Contractors that can deliver the required services to meet our standards, and at the best price, were awarded the contract.

3.1.2. In order to guarantee that the level of service provided by the contractors matches the level of service identified within the contract, Key Performance Indicators, as described above, are monitored. Monitoring of the service means the Council can award more contract years for high levels of service delivered. As required, the Council can also deduct income from the contractor if performance falls below the required level. Any deductions are reviewed at the monthly KPI meetings where quantum is confirmed.

3.1.3. Moving forward, carbon reduction and sustainability will be key improvement areas for all of the Council's contracts. Reducing the authority's carbon footprint is a high priority and a key part of the Norfolk Climate Strategy. Consideration must be made to determine how we can work differently to be more sustainable while continuing to provide a high level of service to the people of Norfolk.

3.1.4. One of the main ways in which our contractors demonstrate value for money is through innovation. These innovations need to result in a saving or an improvement in the service levels. Below is a summary of each contractors agreed and approved innovations, as well as a work they've undertaken to improve sustainability.

3.2. Tarmac

3.2.1. As mentioned in 2.2.6 above, Tarmac have scored 5.00 for the last 5 years of the contract, achieving 140% of year 9's original innovation target.

3.2.2. The table below summarises the innovation values achieved over the term of the contract.

Target Innovation	Actual innovation	Percentage of target achieved
£1,619,889	£1,890,966	116.7%

	Innovation	Agreed value
1	Savings proposal (from 2019-20)	£802,988
2	Value Engineering	£708,463
3	Patching efficiency	£124,510
4	Weeds efficiency	£67,000
5	Gully innovation	£54,305
6	Grass cutting efficiencies	£27,971
7	Mayrise/Realtime efficiencies	£23,447
8	Various efficiencies	£82,282
	Total	£1,890,966

3.2.3. Sustainability

3.2.4. In the last nine years, Tarmac has implemented a significant step change in order to progress towards Net Zero, including:

- Reduced gas usage by 50%
- Now using 100% renewable electricity
- Seen a 15% reduction in CO2 emissions related to construction materials through use of sustainable products and greater material selection process.

3.2.5. Tarmac have made significant changes to reduce carbon emitted by the business. An example of the most exciting developments are as follows:

- Schemes will utilise Solar Powered Welfare Units supplemented by HVO Biodiesel. Solar power will provide a 100% reduction in CO2 emissions and HVO a 90% reduction in CO2 emissions over normal diesel.
- Tarmac have invested in a material recycling plant at Mangreen in Norfolk. Materials will be produced, delivered, and recycled from Mangreen and Trowse meaning works gangs and materials travel smaller distances to site, reducing road traffic, emissions, and product wastage. This recycled material can be used on schemes within Norfolk, meaning less reliance on imported virgin aggregate, which is more carbon intensive. The recycled material has often come from other schemes in Norfolk. Testing is completed on the recycled material to ensure the same high performance is achieved across the county's programme of highway works.
- Replacing petrol and diesel hand tools with battery powered equivalents.
- Tarmac have developed a carbon footprint calculator which is able to provide plant, material, and location specific foot printing data. This will be to compare different material options to determine the most environmentally friendly solution, but also used to monitor emissions associated with the works.
- Tarmac are working to provide a full embodied carbon breakdown of their service and for schemes.
- Switch from hot to warm mix asphalt as the new normal for road resurfacing products. By reducing the temperature during production, it reduces embodied carbon without affecting the asphalt performance.

3.2.6. In the next five years Tarmac have targets of:

- Non-road mobile machinery (NRMM) CO2 reduced by 90% through switch to Hydrotreated Vegetable Oil (HVO), electric or hydrogen.
- By year 3, 10% of road fleet switched to electric, 25% by year 4 and 50% by year 5.
- By year 5, 25% of all NRMM to be electric or hydrogen.
- 35% reduction in Construction Materials associated emissions by year 5 through use of low temperature asphalts, low carbon concrete.

3.3. Norse Highways

3.3.1. As part of the approved business plan, Norse Highways are required to deliver savings to the Council. This was set out in the Norse proposal document approved in January 2019. This document profiled the 5-year savings potential of the new arrangements, defined as Initial Savings Efficiency Concepts (ISECs).

3.3.2. The ISEC/added value achieved for 2022/23 is just over £544,625, which is above the target of £391,000 as detailed in the original proposal document. The added value figures in the table below includes costs that have been absorbed by Norse Highways:

Area	Financial Year		
	2019/20 (year 0.5) and 2020/21 (year 1)	2021/22 (year 2)	2022/23 (year 3)
Fleet	£136,626	£200,000	£68,475
Operations	£278,255	£115,801	£285,098
Overheads	£102,343	£71,547	£77,799
Private works	£10,545	£0	£0
Fast Lane Training Services	£1,000	£0	£0
Laboratory	£0	£0	£113,253
Total	£528,769	£387,348	£544,625

Examples of costs that have been absorbed by Norse Highways which would have otherwise been incurred by Norfolk County Council include:

- Both winter and Fire Service fleet maintenance was delivered at cost, resulting in a £48,000 saving for the Council;
- Ensuring work allocated is scheduled/allocated efficiently whilst meeting KPI response targets;
- Working with Council client teams to ensure work allocated to Norse is batched as appropriately as possible within the long-established client identification/programming regime;
- Working with material/parts suppliers to drive down costs during a period of high inflation with significant savings in Fleet;

- Developing robust supplier arrangements with Spray Injection Patching (SIP) contractors meaning better rates than market;
- Amending the operations out of hours structure to reflect a single operative model producing savings but equally improving compliance with structured AM/PM crews;
- Driven commercial activity in the Laboratory and training centre to significantly improve business performance.

3.3.3. The added value figures for 2022/23 are strong compared to those identified in 2019/20 (year 0.5), 2020/21 (year 1) and 2021/22 (year 2). It should be noted that the Pandemic resulted in certain Norse improvement programmes being suspended as resources were very much focused on service delivery. Examples being plant replacement programmes and depot improvements. In order to ensure standards were effectively maintained it was necessary for such programmes to recommence throughout 2022/23, despite this period coinciding with the period of inflationary/market pressures. This has influenced the Added Value position for these years however £544,625 ISECs/added value achieved in the year surpasses the target of £391,000.

3.3.4. There has been a shared benefit of a compliance resource for both NCC and Norse Highways, resulting in improvements to environmental, health and safety and ISO compliance.

3.3.5. The original 2018 Norse Business Plan proposed a £500,000 saving to the Council spread over the first five years of the Service Level Agreement. As demonstrated by the Table in 3.3.2, the total saving to the Council has exceeded this and currently stands at around £1.46m. This demonstrates that the current arrangement is effective, efficient and provides the Council with a good value for money service. This value has been achieved through ongoing 'added value' initiatives whereby cost that the Council would have incurred have been absorbed by Norse Highways. This allows the authority to deliver more work on the ground for the same amount of funding.

3.3.6. Sustainability

Norse Highways are aware of the growing need to reduce carbon across their work activities in line with Norfolk's Climate Strategy. The following summarises the current position and improvements made to date:

- Norse are in the early stages of considering how best to report on activity specific carbon emissions. Monitoring of the market approach will be undertaken before a method of calculating and understanding how operations influence the carbon position.
- Fleet compliance with euro 6 is currently 68%, with a replacement programme in place to reach 100% by October 2024. The intention is to operate electric vehicles within the city, subject to infrastructure restrictions.

- Asphalt trials are taking place on materials manufactured at lower temperatures which will reduce overall carbon emissions.

3.4. WSP

3.4.1. As mentioned in 2.4.5 above, WSP innovation scores have fluctuated over the length of the contract. The table below shows the innovation targets and the amount actually achieved by WSP. Typically, the targets equate to 1.00% of the turnover for the year.

3.4.2. The table below summarises the innovation values achieved over the term of the contract to date.

Target Innovation	Actual innovation	Percentage of target achieved
£495,154	£867,553.42	175.2%

	Innovation	Agreed value
1	Covid-19 work from home office saving	£245,722
2	Difference in external / internal rates	£199,358
3	Extension to contract for meeting turnover	£110,000
4	Early Contractor Involvement savings	£68,752
5	Vendor management on-costs commercial advice	£55,433
6	Dereham Road temp footway matting	£41,292
7	Pool cars	£37,525
8	Principle Bridge Inspections 10%	£17,318
9	Volunteer Day	£16,369
10	Postwick sensors work for lab not charged	£7,289
11	Use of WSP Integrated Complimentary Resource Centre (India)	£6,593
12	AutoCAD 2D/3D training course access	£4,075
13	Great Yarmouth Third River Crossing Efficiency Saving - High level review of costs and benefits - December 2015	£3,989
14	Future ready. Electric charging points/ducting	£3,892
15	Various	£49,946
	Total	£867,553

3.4.3. Sustainability

3.4.4. In October 2020 WSP made a commitment to halve the carbon footprint within designs and advice by 2030, requiring a baseline value from which to set the Local Government Business (LG) target and to measure progress against this.

3.4.5. The LG has trained active carbon modellers, all contributing to building capabilities across Commissions. Within the Norfolk commission there are two trained carbon modellers. The LG carbon modellers have established a baseline for LG projects from the 2020, 2021 and 2022 carbon assessments

and WSP LG carries out annual monitoring to measure progress and report against the WSP 2030 target. The carbon modelling sits alongside other indicators including Future Ready, Clean Revenue and Social Value which all contribute towards monitoring and continuous improvement and further decarbonisation opportunities.

3.4.6. As the LG modellers expertise is set to grow, staff can apply learning into projects to reduce our carbon footprint. The LG currently targeting a reduction of 5-10% each year, however with the formation of the new WSP UK structure in 2023 there is an opportunity to refine this.

3.5. Swarco

3.5.1. Innovation has been scored 5.0 for the past 5 years. The efficiency savings achieved in 2022/23 was over £27,250 which is 194% of the original target. In 2021/22 Swarco achieved over 197% of their target for the year.

3.5.2. The table below summarises the innovation values achieved over the term of the contract to date.

Target Innovation Saving	Actual innovation Saving	Percentage of target achieved
£181,420	£432,738	238.5%

Examples of the types of savings achieved include:

- Swarco introduced the Mobi RMS unit that monitors the traffic light faults at a fraction of the cost of the old system. New system faults are texted from the signal controller to the control room. This has allowed accurate and fast fault reporting across the county (saving of £284,494 since 2016).

	Innovation	Agreed value
1	Mobi Control	£284,494
2	Maintenance savings	£36,000
3	Fibre optic lamps	£25,421
4	Replacement works	£23,813
5	Slot cutting	£18,400
6	Local traffic signal control (Mesh)	£16,553
7	Traffic light controller	£11,756
8	Various	£16,301
	Total	£432,738

3.5.3. Sustainability

3.5.4. In terms of sustainability, Swarco are developing multiple different solutions to reduce the carbon footprint as a result of their operations. Examples of these are as follows:

- **Above ground detection** - Swarco have provided ITS with a different solution for traffic signal detection. These are being considered as a way of reducing loop cutting. The use of above ground detectors not only reduces a maintenance liability but heavily reduces the requirement for deploying traffic management on both scheme works and maintenance works. Swarco would also potentially see a reduction in the time taken to complete scheme works. This has already been used at Boundary Rd/Drayton Rd as both a cost and carbon saving.
- **New optic and controller** – Swarco will be releasing a new controller and signal head optics by end of this calendar year (2023). These will operate using less energy meaning a further reduction in carbon. Exact figures have not yet been released.
- **Training** – Since the acquisition of Dynniq by Swarco, training of local engineers to maintain VMS signs has been undertaken. This is for assets that were previously maintained by Swarco Traffic Ltd. This will prevent sending engineers from Milton Keynes to attend faults.
- **EV vehicles** – Trials of electric vehicles (EVs) have been undertaken and hydrogen vehicle options are being explored.

3.6. Amey

3.6.1. Amey receives a share of any energy costs saved through innovations introduced by them and carried out at their cost. Since the advent of LED technology, Amey have elected to replace sign and bollard lights with LED as they come up for planned or reactive maintenance. They have also de-illuminated where regulations no longer require the sign/bollard to be illuminated. The introduction of LED technology has generated a total saving of £15.6m to the County Council through reduced energy consumption (71m kWh) and reduction of 22,200 tonnes of CO2 since 2008. The good progress in this area continues with the main road LED streetlighting rollout programme being in its final stages, and the start of the next LED streetlight replacement programme due to start this year. Once complete, 100% of the 53,000 streetlights owned by the Council will be energy efficient LED models.

3.7. Independent Service Review

3.7.1. The highway service strategic contracts with Tarmac, WSP and Swarco all expire on 31 March 2026. In addition, the service Level Agreement with Norse Highways will reach the first break point in October 2024 after the initial 5-year period. Accordingly, work is underway to consider what the future delivery model would look like for Norfolk whilst also taking into account of models within other highway authorities in similar positions, albeit at different stages of the process.

3.7.2. As part of this work, we have engaged the Future Highways Research Group (FHRG) to undertake a value for money assessment and improvement priorities compared with approximately 35 other highway authorities from across the country. The results are very positive for Norfolk with the FHRG commenting that;

- Norfolk County Council Highways and Transport (NCCHT) Service delivers very good value for money and is one of the top performers across the Future Highways Research Group (FHRG) of local authorities.
- NCCHTS delivers its services through a mixed economy that is characterised by a lean, highly experienced intelligent client working collaboratively with efficient and effective long standing supply chain and central support service partners.
- The service has an outstanding record of securing grant funding and has grown its capital budgets consistently over a number of years.
- A robust performance management framework is in place and good outcomes are achieved. Customer satisfaction with the service, as measured by the annual National Highways & Transport (NHT) survey, is consistently amongst the highest across NCCHT's peer group.
- NCCHTS is an exemplar in terms of income generation, deploying a highly commercial and professional approach. This is underpinned by a culture of proactive innovation that continuously seeks out best practice and new opportunities to either generate income or improve the service.

4. Financial Implications

4.1. The County Council monitors the performance of key contractors regarding value for money, innovation and savings via Key Performance Indicators (KPI's). The KPI's determine whether the Council can award additional contract years to the maximum contract term. Such an award motivates the contractors to perform well.

4.2. The above report highlights around £3.24m of savings over the lifetime of the various contracts relating just to innovation, not including the £15.6m energy saving through streetlighting LED technology. This realisation of innovation reduces scheme costs and allows more schemes to be delivered within the available highways budget.

5. Resource Implications

5.1 Staff:
No implications to note.

5.2 Property:
No implications to note.

5.3 IT:
No implications to note.

6. Other Implications

6.1 Legal Implications:
No implications to note.

6.2 Human Rights Implications:
No implications to note.

6.3 Equality Impact Assessment (EqIA):
No implications to note.

6.4 Data Protection Impact Assessments (DPIA):
No implications to note.

6.5 Health and Safety implications:
Health and Safety monitoring and performance is a key component of the Council's ongoing evaluation of the contracts covered in this report.

6.6 Sustainability implications:
No implications to note in this report, other than the reduced energy consumption performance since the start of the Streetlighting PFI of 71m kWh along with the 22,200 tonnes of CO2 reduced since 2008. Section three identifies innovations and sustainability efficiencies made by the contractors.

6.7 Any Other Implications:
No implications to note.

7. Action Required

The Select Committee is asked to:

1. To review and comment on key highway contract performance and arrangements.

8. Background Papers

11.1 [Extension to Tarmac Trading Ltd Contract](#)

11.2 [Highway Asset Performance Report](#)

11.3 [Extension to highways contracts with WSP UK Ltd & Dynniq UK Ltd](#)

Officer Contact

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



NHT Survey Report

2022 Authority Annual Report

Norfolk County Council

NHT NETWORK PARTNERS

www.nhtnetwork.org



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Introduction

The National Highway and Transport Public Satisfaction Survey (NHT Survey) collects the public's views on different aspects of Highway and Transport in local authority areas, it covers:

- Pavements
- Cycle Routes/Lanes
- Local Bus Services, Local Taxi (or mini cab) Services
- Community Transport
- Demand Responsive Transport
- Safety on Roads
- Traffic Congestion
- Levels of Traffic Pollution
- Street Lighting
- The Condition of Roads
- The local Rights of Way Network

It asks detailed questions about each of these aspects in turn and there are also questions canvassing opinion on climate change.

The Survey includes questions on methods and frequency of travel, and the ease of access to key services.

Survey Coverage

The NHT Survey has become an unrivalled resource of public perception on Highways and Transport services in local authority areas going back fourteen years. It has been sent to over 5.6 million households since it was first launched in 2008 and over 1.2 million members of the public have made their views known. The public's responses can be categorised by; age group, gender, whether they have an illness, disability or infirmity limiting their daily activities or are a blue badge holder, employment status and ethnicity.

2022 was another year of very high levels of participation in the NHT Public Satisfaction Survey with 111 Authorities taking part, which equals the number that took part in 2021. A total of 145 Authorities have taken part in the survey since 2008, including 129 English Authorities, nine Scottish Authorities, six Welsh Authorities and the Isle of Man Government.

Norfolk's Participation

Norfolk has taken part in the NHT Survey 12 times. This year the survey was sent to 3,300 households across the authority area and 910 members of the public responded. This represents an overall response rate for Norfolk of 27.6% compared with the national average of 22.8%.

Note:

This report provides highlights of Norfolk County Council's results this year's survey. A full set of results and a comprehensive set of management reports are available on the members website at www.nhtnetwork.co.uk.

Rating Key Aspects of Service

The Survey asks the public to consider the twelve key aspects of service listed below and rate **how important** and **how satisfied** they feel with each one. It goes on to ask whether these services have **got better or worse** in the last few years and if the council should **spend more or less** on each one in the next few years.

- * Pavements
- * Local taxi services
- * Safety on Roads
- * Street Lighting

- * Cycle Routes/Lanes
- * Community Transport
- * Traffic Congestion
- * Condition of Roads

- * Local Bus Services
- * Demand Responsive Transport
- * Traffic Pollution
- * Local Rights of Way Network

Most Important
Safe roads

Least Satisfied
Condition of
roads

Declined the Most
Condition of
Roads

Spending Priority
Condition of
roads

Most Important/Least Important

The Norfolk public placed most importance on 'Safe roads' and 'Condition of roads' and least importance on 'Good local taxi services' and 'Good cycle routes/lanes'.

Most Satisfied/Least Satisfied

In terms of satisfaction the public were most satisfied with 'Street lighting' and least satisfied with 'Condition of roads'.

Improved the Most/Declined the Most

'Cycle routes/lanes' was the most popular choice for a service getting better and 'Condition of Roads' was the most popular choice for a service getting worse over the past few years.

Increase Spend the Most/Reduce Spend the Most

'Condition of roads' was the most popular choice for spending more over the next few years, while 'Local taxi services' was the most popular choice for spending less.











Key Aspect of Service Results

The table of results below is sorted to show the most important aspect of service first. The scores for each question are highlighted in colour from highest to lowest, using a blue (75 to 100), green (50 to 75), amber (25 to 50) and red (0 to 25) scale.

Key Aspect of Service	Q1 - How Important	Q2 - How Satisfied	Q3 - Getting Better	Q4 - Spend More
Safety on roads	96	55	39	75
Condition of roads	95	39	27	83
Pavements	91	56	43	69
Levels of traffic pollution	87	48	33	72
Local bus services	87	55	43	71
Traffic congestion	87	47	29	75
Street lighting	82	61	49	61
Rights of way network	81	55	48	61
Community transport	72	54	51	61
Cycle routes/lanes	68	52	55	58
Demand responsive transport	68	50	48	61
Local taxi services	66	57	48	53

Results Overview by Highway and Transport Theme

Norfolk's theme scores are compared with the NHT Average scores below. Also shown are the year on year change in results (Trend) and the difference from the NHT Average (Gap), which are highlighted in colour; blue and green for positive and amber and red for negative.

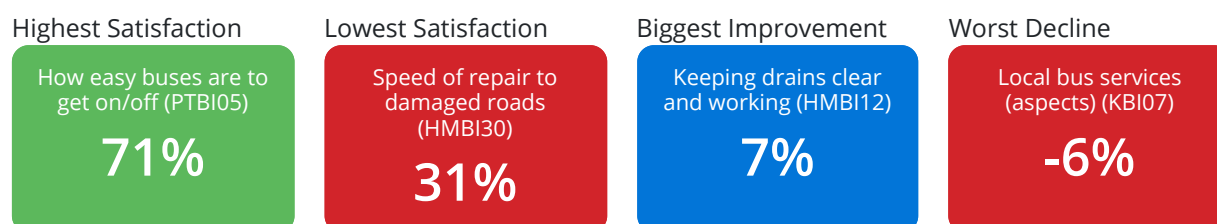
Theme	Description	Score	NHT Average	Trend	Gap
	Overall	51%	50%	-1%	1%
	Accessibility	66%	68%	-7%	-2%
	Communications	46%	46%	0%	0%
	Public Transport	51%	51%	-4%	0%
	Walking/Cycling	51%	51%	-1%	0%
	Tackling Congestion	45%	44%	-1%	1%
	Road Safety	50%	52%	-2%	-2%
	Highway Maintenance	47%	46%	1%	1%

Comparisons and Trends

The gauges below show how Norfolk's results compare with last year and with all other authorities in the survey this year. They show the number of scores that are above and below average this year and the number that are improving or reducing compared with last year.



The gauges below show Norfolk's highest and lowest satisfaction scores in this year's survey and the largest upward and downward changes in satisfaction since last year.





Other Highlights

Below are the public's view on **Potholes and Damaged Roads**, on how well informed they feel about **'Climate Change and Traffic Pollution'** and their views on **'Contacting the Council'**.

Potholes and Damaged Roads

Compared to a year ago would you say:

- * There are more potholes and damaged roads, there are fewer or no change in the number - **More**
- * The Council is doing more to repair local roads, doing less, or about the same - **About the Same**

Climate Change and Traffic Pollution

The public were asked... 'How well informed do you feel about the following':

- * Climate change - sometimes called 'global warming' - **Fairly Well Informed**
- * The level of pollution caused by traffic in the local area - **Not Very Well Informed**
- * The actions the Council is taking to help tackle climate change - **Not Very Well Informed**
- * The actions you can take personally to help tackle climate change - **Fairly Well Informed**
- * The quality of air alongside local roads - **Not Very Well Informed**

Contacting the Council

The public were asked...

- * Which method do you use to contact the council - **By telephone (during normal office hours)**
- * How easy is it to get in touch to report a problem - **Fairly Good**
- * How easy is it to get in touch to find something out - **Fairly Good**
- * The speed of response of council staff - **Fairly Good**
- * The quality of response of council staff - **Fairly Good**



Highest and Lowest Scores

Norfolk's 10 Highest and 10 Lowest Satisfaction Scores are shown in the tables below.

Note: The following types of indicator are not included in these tables; Ease of Access, Provision, More or Less or Well Informed.

10 Highest Scores

Reference	Type	Indicator	Theme	Score
PTBI05	BI	How easy buses are to get on/off	Public Transport	71%
PTBI10	BI	Personal safety on the bus	Public Transport	69%
PTBI09	BI	Helpfulness of drivers	Public Transport	68%
PTBI12	BI	Raised kerbs at bus stops	Public Transport	66%
PTBI02	BI	Number of bus stops	Public Transport	64%
PTBI08	BI	Quality and cleanliness of buses	Public Transport	64%
PTBI11	BI	Personal safety at bus stops	Public Transport	64%
KBI25	KBI	Street lighting	Highway Maintenance	61%
HMBI28	BI	Undertakes cold weather gritting (salting)	Highway Maintenance	61%
PTBI03	BI	The state of bus stops	Public Transport	59%

10 Lowest Scores

Reference	Type	Indicator	Theme	Score
HMBI30	BI	Speed of repair to damaged roads	Highway Maintenance	31%
TCBI03	BI	Time taken to complete roadworks	Tackling Congestion	33%
KBI08	KBI	Public transport information	Public Transport	34%
HMBI13	BI	Deals with potholes/damaged roads	Highway Maintenance	36%
TCBI11	BI	Tackling illegal onstreet parking	Tackling Congestion	36%
WCBI23	BI	Overgrown footpaths and bridleways	Walking/Cycling	37%
HMBI31	BI	Quality of repair to damaged roads	Highway Maintenance	37%
HMBI01	BI	Condition of road surfaces	Highway Maintenance	38%
HMBI19	BI	Cuts back overgrown hedges	Highway Maintenance	38%
KBI23	KBI	Condition of highways	Highway Maintenance	39%

Highest Ranked and Lowest Ranked

Norfolk's 10 Highest and 10 Lowest Ranked Satisfaction Scores (ranking is out of 111) are shown in the tables below.

Note: The following types of indicator are not included in these tables; Ease of Access, Provision, More or Less or Well Informed.

10 Highest Ranked Scores





Name	Type	Indicator	Theme	Score	Rank
HMBI02	BI	Cleanliness of roads	Highway Maintenance	55%	7
TCBI13	BI	Good park and ride schemes	Tackling Congestion	52%	10
PTBI07	BI	Bus fares	Public Transport	53%	11
PTBI03	BI	The state of bus stops	Public Transport	59%	19
PTBI12	BI	Raised kerbs at bus stops	Public Transport	66%	20
HMBI01	BI	Condition of road surfaces	Highway Maintenance	38%	22
PTBI11	BI	Personal safety at bus stops	Public Transport	64%	22
KBI24	KBI	Highway maintenance	Highway Maintenance	48%	23
KBI11	KBI	Pavements & footpaths (overall)	Walking/Cycling	56%	24
HMBI23	BI	Speed of repair to damaged pavements	Highway Maintenance	39%	24

10 Lowest Ranked Scores

Name	Type	Indicator	Theme	Score	Rank
RSBI09	BI	Road safety education motorcycles	Road Safety	43%	107
RSBI04	BI	Safety of walking	Road Safety	53%	105
KBI22	KBI	Road safety education	Road Safety	44%	104
RSBI08	BI	Road safety training/education children	Road Safety	45%	104
TCBI04	BI	Signposting of road diversions	Tackling Congestion	47%	103
WCBI01	BI	The provision of pavements	Walking/Cycling	55%	103
HMBI20	BI	Deals with mud on the road	Highway Maintenance	42%	98
RSBI02	BI	Speed controls (e.g. road humps)	Road Safety	49%	96
WCBI05	BI	Provision of safe crossing points	Walking/Cycling	52%	96
TCBI03	BI	Time taken to complete roadworks	Tackling Congestion	33%	95

Year on Year Changes

The table below summarises the change in Norfolk's results compared with last year.

Change	Result	Key Benchmark Indicators	Key Quality Indicators	Benchmark Indicators	Quality Indicators
	4%+ above last year	0	0	4	4
	0-3% above last year	8	2	29	5
	0-3% below last year	13	1	44	8
	4%+ below last year	6	1	18	0

Indicators 4% or more up on last year (10 largest increases)

Name	Type	Indicator	Theme	Trend	Result
HMBI12	BI	Keeping drains clear and working	Highway Maintenance	7%	47%
WCQI16	QI	Provision of cycle lanes	Walking/Cycling	6%	52%
HMBI11	BI	Provision of Drains	Highway Maintenance	5%	48%
HMBI18	BI	Provides information on Gritting	Highway Maintenance	4%	46%
HMBI22	BI	Deals with flooding on roads	Highway Maintenance	4%	41%
RSQI09	QI	Provision of speed controls	Road Safety	4%	63%
WCQI15	QI	Provision of cycle routes	Walking/Cycling	4%	54%
ACQI25	QI	Provision of electric vehicle charging points	Accessibility	4%	24%

Indicators 4% or more down on last year (10 largest reductions)

Ref	Type	Indicator	Theme	Trend	Result
KBI05	KBI	Ease of access (no car)	Accessibility	-15%	59%
KBI04	KBI	Ease of access (disabilities)	Accessibility	-7%	64%
KBI06	KBI	Local bus services (overall)	Public Transport	-6%	55%
KBI07	KBI	Local bus services (aspects)	Public Transport	-6%	53%
KBI09	KBI	Taxi/mini cab services	Public Transport	-6%	57%
KBI08	KBI	Public transport information	Public Transport	-5%	34%
KQI03	KQI	Responsive transport	Public Transport	-5%	50%
PTBI01	BI	Frequency of bus services	Public Transport	-5%	54%
PTBI06	BI	The local bus service overall	Public Transport	-5%	57%
TCBI03	BI	Time taken to complete roadworks	Tackling Congestion	-5%	33%

Difference from Average

The table below summarises the difference between Norfolk's results and the NHT average.

Change	Result	Key Benchmark Indicators	Benchmark Indicator	Key Quality Indicators	Quality Indicators
	4%+ above average	3	11	0	2
	0-3% above average	14	47	3	8
	0-3% below average	7	31	1	8
	4%+ below average	3	7	0	4

Indicators 4%+ above NHT Average (top 10)

Ref	Type	Indicator	Theme	Gap	Result
TCBI13	BI	Good park and ride schemes	Tackling Congestion	11%	52%
PTBI07	BI	Bus fares	Public Transport	7%	53%
HMBI01	BI	Condition of road surfaces	Highway Maintenance	6%	38%
HMBI02	BI	Cleanliness of roads	Highway Maintenance	6%	55%
KBI07	KBI	Local bus services (aspects)	Public Transport	5%	53%
KBI23	KBI	Condition of highways	Highway Maintenance	5%	39%
KBI11	KBI	Pavements & footpaths (overall)	Walking/Cycling	4%	56%
HMBI13	BI	Deals with potholes/damaged roads	Highway Maintenance	4%	36%
PTBI03	BI	The state of bus stops	Public Transport	4%	59%
PTBI10	BI	Personal safety on the bus	Public Transport	4%	69%

Indicators 4%+ below NHT Average (bottom 10)

Ref	Type	Indicator	Theme	Gap	Result
WCQI30	QI	Pavements, footpaths and pedestrian areas	Walking/Cycling	-9%	68%
KBI05	KBI	Ease of access (no car)	Accessibility	-8%	59%
RSBI09	BI	Road safety education motorcycles	Road Safety	-5%	43%
TCBI03	BI	Time taken to complete roadworks	Tackling Congestion	-5%	33%
TCBI04	BI	Signposting of road diversions	Tackling Congestion	-5%	47%
RSBI04	BI	Safety of walking	Road Safety	-5%	53%
ACQI25	QI	Provision of electric vehicle charging points	Accessibility	-5%	24%
KBI09	KBI	Taxi/mini cab services	Public Transport	-4%	57%
KBI22	KBI	Road safety education	Road Safety	-4%	44%
HMBI20	BI	Deals with mud on the road	Highway Maintenance	-4%	42%



Theme Results

Norfolk's results are shown by Highways and Transport Theme on the following pages.

For each theme there are tables summarising how Norfolk's results have changed since last year and how they compare with the NHT average. There are also tables of individual results, showing Norfolk's scores, how they have changed from last year (trend), how they compare with others (Gap), the quartile they are in and their ranking (out of 111).

Overall Indicators

Improving



Reducing



Above Average



Below Average



Individual Indicator Results

Ref	Questionnaire Text	Result	Trend	Average	Gap	Quartile	Rank
Key Benchmark Indicator							
KBI01	Overall (local)	52%	-1%	51%	1%	2	42
KBI02	Overall (national)	52%	-1%	51%	1%	2	43
KBI00	Overall Satisfaction	50%	0%	47%	3%	1	25



Accessibility Indicators

Improving



Reducing



Above Average



Below Average



Individual Indicator Results

Ref	Questionnaire Text	Result	Trend	Average	Gap	Quartile	Rank
Key Benchmark Indicator							
KBI03	Ease of access (all)	74%	-1%	72%	2%	1	21
KBI04	Ease of access (disabilities)	64%	-7%	63%	1%	2	48
KBI05	Ease of access (no car)	59%	-15%	67%	-8%	4	107
Benchmark Indicator							
ABI01	Ease of access to where you work (if you do)	76%	2%	73%	3%	1	12
ABI02	Ease of access to post office/banks	74%	-1%	71%	3%	1	9
ABI03	Ease of access to local shops/supermarkets	81%	1%	79%	2%	1	8
ABI04	Ease of access to hospital	64%	-1%	64%	0%	2	51
ABI05	Ease of access to doctors and health facilities	76%	-2%	74%	2%	1	13
ABI06	Ease of access to school/college	77%	-3%	75%	2%	2	37
ABI07	Ease of access to leisure facilities	73%	-1%	72%	1%	2	25
ABI08	Ease of access to visit friends/family	73%	1%	72%	1%	2	34
Quality Indicator							
ACQ125	Provision of electric vehicle charging points	24%	4%	29%	-5%	4	102



Active Travel Indicators

Improving



Reducing



Above Average



Below Average



Individual Indicator Results

Ref	Questionnaire Text	Result	Trend	Average	Gap	Quartile	Rank
Key Benchmark Indicator							
KBI11	Pavements & footpaths (overall)	56%	1%	52%	4%	1	24
KBI12	Pavements & footpaths (aspects)	50%	-3%	50%	0%	2	54
KBI13	Cycle routes and facilities (overall)	52%	1%	50%	2%	2	30
KBI15	Rights of Way (overall)	55%	-1%	55%	0%	3	57
KBI16	Rights of Way (aspects)	48%	-2%	50%	-2%	3	80
KBI14	Cycle routes and facilities (aspects)	46%	-3%	48%	-2%	4	84
Benchmark Indicator							
WCBI01	The provision of pavements	55%	-5%	59%	-4%	4	103
WCBI02	The condition of pavements	51%	-3%	47%	4%	2	27
WCBI03	The cleanliness of pavements	47%	-5%	43%	4%	1	25
WCBI04	Direction signposts for pedestrians	54%	-3%	55%	-1%	3	67
WCBI05	Provision of safe crossing points	52%	-4%	55%	-3%	4	96
WCBI06	Drop kerb crossing points	55%	-2%	54%	1%	2	48
WCBI07	Pavements clear of obstruction	39%	1%	37%	2%	1	28
WCBI10	Condition of cycle routes	53%	-2%	52%	1%	2	43
WCBI11	Cycle crossing facilities at junctions	48%	-1%	49%	-1%	3	56
WCBI12	Cycle parking	45%	-4%	46%	-1%	3	73
WCBI13	Direction signing for cycle routes	46%	-5%	49%	-3%	4	94
WCBI14	Cycle route information e.g. maps	42%	-5%	45%	-3%	4	95
WCBI17	Footpaths for walking/running	58%	-3%	59%	-1%	3	68
WCBI18	Bridleways for horse riding/cycling	53%	-3%	55%	-2%	4	86
WCBI19	Signposting of rights of way	52%	-4%	54%	-2%	4	89
WCBI20	Condition of rights of way	51%	-3%	53%	-2%	3	80
WCBI21	Ease of use by those with disabilities	40%	-1%	43%	-3%	4	88
WCBI22	Information on rights of way	44%	-2%	46%	-2%	4	85
WCBI23	Overgrown footpaths and bridleways	37%	0%	38%	-1%	3	64
WCBI27	The number of cycle lanes provided	45%	-1%	47%	-2%	3	66
WCBI28	The number of cycle routes provided	45%	-3%	48%	-3%	3	83
WCBI29	The location of the cycle lanes provided	46%	-2%	47%	-1%	3	64
WCBI30	The location of the cycle routes provided	48%	-2%	48%	0%	3	62
WCBI31	The facilities for cyclists overall	43%		45%	-2%	3	65
Quality Indicator							



Ref	Questionnaire Text	Result	Trend	Average	Gap	Quartile	Rank
WCQ15	Provision of cycle routes	54%	4%	53%	1%	2	38
WCQ16	Provision of cycle lanes	52%	6%	50%	2%	2	30
WCQ130	Pavements, footpaths and pedestrian areas	68%		77%	-9%	4	111



Communications Indicators

Improving



Reducing



Above Average



Below Average



Individual Indicator Results

Ref	Questionnaire Text	Result	Trend	Average	Gap	Quartile	Rank
Key Quality Indicator							
KQI02	Communication (aspects)	46%	0%	46%	0%	3	54
Quality Indicator							
CMQI04	Informed about public transport	42%	-2%	43%	-1%	3	65
CMQI05	Informed about highways and transport	40%	-1%	42%	-2%	3	76
CMQI06	Informed about action to repair local roads	29%	-2%	30%	-1%	3	76
CMQI07	Informed about local air quality	24%	-2%	26%	-2%	4	91
CMQI14	Informed about council transport and highways services	34%	-3%	37%	-3%	4	91
CMQI18	Informed about climate change	63%	1%	62%	1%	2	44
CMQI20	Informed about council actions on climate change	27%	0%	29%	-2%	4	90
CMQI21	Informed about personal actions on climate change	58%	-1%	57%	1%	2	46
CMQI31	How easy to get in touch to report a problem	55%		52%	3%	2	30
CMQI32	How easy to get in touch to find something out	52%		49%	3%	2	22
CMQI33	The speed of response from council staff	49%		45%	4%	2	25
CMQI34	The quality of response from council staff	52%		48%	4%	1	18



Highway Maintenance Indicators

Improving



Reducing



Above Average



Below Average



Individual Indicator Results

Ref	Questionnaire Text	Result	Trend	Average	Gap	Quartile	Rank
Key Benchmark Indicator							
KBI23	Condition of highways	39%	3%	34%	5%	1	25
KBI25	Street lighting	61%	1%	62%	-1%	3	73
KBI24	Highway maintenance	48%	1%	46%	2%	1	23
KBI26	Highway enforcement/obstructions	40%	1%	42%	-2%	3	79
Benchmark Indicator							
HMBI01	Condition of road surfaces	38%	2%	32%	6%	1	22
HMBI02	Cleanliness of roads	55%	1%	49%	6%	1	7
HMBI03	Condition of road markings	50%	-1%	48%	2%	2	29
HMBI05	Provision of street Lighting	58%	1%	58%	0%	3	67
HMBI06	Speed of repair to street lights	56%	2%	54%	2%	1	27
HMBI09	Maintenance of verges/trees/shrub	41%	0%	42%	-1%	2	55
HMBI11	Provision of Drains	48%	5%	48%	0%	2	52
HMBI12	Keeping drains clear and working	47%	7%	44%	3%	1	27
HMBI13	Deals with potholes/damaged roads	36%	3%	32%	4%	1	27
HMBI18	Provides information on Gritting	46%	4%	44%	2%	2	34
HMBI19	Cuts back overgrown hedges	38%	0%	38%	0%	3	54
HMBI20	Deals with mud on the road	42%	0%	46%	-4%	4	98
HMBI22	Deals with flooding on roads	41%	4%	43%	-2%	3	65
HMBI23	Speed of repair to damaged pavements	39%	-2%	35%	4%	1	24
HMBI24	Quality of repair to damaged pavements	45%	-2%	42%	3%	1	24
HMBI25	Weed killing on pavements	41%	-1%	40%	1%	2	43
HMBI26	Condition of road signs	56%	0%	55%	1%	2	30
HMBI27	Cleanliness of road signs	53%	0%	52%	1%	2	40
HMBI28	Undertakes cold weather gritting (salting)	61%	3%	58%	3%	2	30
HMBI29	Undertakes snow clearance	56%	3%	53%	3%	2	31
HMBI30	Speed of repair to damaged roads	31%	2%	28%	3%	2	32
HMBI31	Quality of repair to damaged roads	37%	3%	34%	3%	2	29
HMBI32	Weed killing on roads	46%	1%	45%	1%	2	42
Quality Indicator							
HMQI11	Number of potholes	22%	1%	22%	0%	2	49
HMQI12	Action to repair local roads	35%	2%	33%	2%	2	30
HMQI13	Provision of street-lights	74%	2%	78%	-4%	4	91



Public Transport Indicators

Improving



Reducing



Above Average



Below Average



Individual Indicator Results

Ref	Questionnaire Text	Result	Trend	Average	Gap	Quartile	Rank
Key Benchmark Indicator							
KBI06	Local bus services (overall)	55%	-6%	55%	0%	3	57
KBI07	Local bus services (aspects)	53%	-6%	48%	5%	2	29
KBI08	Public transport information	34%	-5%	34%	0%	2	51
KBI09	Taxi/mini cab services	57%	-6%	61%	-4%	4	87
KBI10	Community transport	54%	-2%	55%	-1%	3	80
Key Quality Indicator							
KQI03	Responsive transport	50%	-5%	52%	-2%	4	91
KQI05	Public transport information (aspects)	51%	-2%	50%	1%	2	42
Benchmark Indicator							
PTBI01	Frequency of bus services	54%	-5%	52%	2%	2	42
PTBI02	Number of bus stops	64%	-2%	65%	-1%	3	60
PTBI03	The state of bus stops	59%	-2%	55%	4%	1	19
PTBI04	Whether buses arrive on time	54%	-4%	51%	3%	2	32
PTBI05	How easy buses are to get on/off	71%	-2%	70%	1%	2	36
PTBI06	The local bus service overall	57%	-5%	55%	2%	2	37
PTBI07	Bus fares	53%	-2%	46%	7%	1	11
PTBI08	Quality and cleanliness of buses	64%	1%	61%	3%	2	29
PTBI09	Helpfulness of drivers	68%	2%	66%	2%	1	27
PTBI10	Personal safety on the bus	69%	0%	65%	4%	1	25
PTBI11	Personal safety at bus stops	64%	-1%	60%	4%	1	22
PTBI12	Raised kerbs at bus stops	66%	0%	63%	3%	1	20
PTBI13	The amount of information	51%	-3%	51%	0%	2	48
PTBI14	The clarity of information	52%	-4%	52%	0%	2	48
PTBI15	The accuracy of information	53%	-4%	52%	1%	2	39
PTBI16	Ease of finding the right information	49%	-2%	49%	0%	2	45
PTBI17	Information about accessible buses	46%	-4%	47%	-1%	3	69
PTBI18	Info to help people plan journeys	55%	-2%	54%	1%	2	35
PTBI19	Reliability of electronic display info	48%	-1%	49%	-1%	2	56
PTBI20	Provision of public transport info	50%	-4%	50%	0%	2	53
Quality Indicator							
PTQI08	Provision of bus stops	81%	-2%	85%	-4%	4	99



Road Safety Indicators

Improving



Reducing



Above Average



Below Average



Individual Indicator Results

Ref	Questionnaire Text	Result	Trend	Average	Gap	Quartile	Rank
Key Benchmark Indicator							
KBI20	Road safety locally	55%	-1%	55%	0%	2	53
KBI22	Road safety education	44%	-3%	48%	-4%	4	104
KBI21	Road safety environment	50%	-2%	52%	-2%	4	94
Benchmark Indicator							
RSBI01	Speed limits	59%	-1%	61%	-2%	4	89
RSBI02	Speed controls (e.g. road humps)	49%	-3%	52%	-3%	4	96
RSBI03	Location of speed control measures	51%	-3%	52%	-1%	4	85
RSBI08	Road safety training/education children	45%	-4%	49%	-4%	4	104
RSBI09	Road safety education motorcycles	43%	-4%	48%	-5%	4	107
RSBI10	Road safety education young drivers	45%	0%	47%	-2%	3	80
RSBI04	Safety of walking	53%	-3%	58%	-5%	4	105
RSBI05	Safety of cycling	47%	-1%	49%	-2%	3	73
RSBI06	Safety of children walking to school	50%	0%	51%	-1%	3	68
RSBI07	Safety of children cycling to school	43%	-1%	43%	0%	2	44
Quality Indicator							
RSQI09	Provision of speed controls	63%	4%	64%	-1%	3	72



Tackling Congestion Indicators

Improving



Reducing



Above Average



Below Average



Individual Indicator Results

Ref	Questionnaire Text	Result	Trend	Average	Gap	Quartile	Rank
Key Benchmark Indicator							
KBI17	Traffic levels & congestion	47%	1%	44%	3%	2	29
KBI18	Management of roadworks	44%	-2%	45%	-1%	3	77
KBI19	Traffic management	42%	-2%	40%	2%	2	30
Key Quality Indicator							
KQI04	Traffic pollution	48%	1%	45%	3%	1	28
Benchmark Indicator							
TCBI01	Advanced warning of roadworks	57%	0%	57%	0%	2	53
TCBI02	Efforts to reduce delays to traffic	41%	-2%	43%	-2%	3	76
TCBI03	Time taken to complete roadworks	33%	-5%	38%	-5%	4	95
TCBI04	Signposting of road diversions	47%	-3%	52%	-5%	4	103
TCBI05	Helplines to find out about roadworks	40%	1%	40%	0%	2	47
TCBI06	Minimising nuisance to residents	45%	-2%	45%	0%	3	58
TCBI07	The management of roadworks overall	42%	-3%	44%	-2%	3	75
TCBI11	Tackling illegal onstreet parking	36%	2%	35%	1%	2	39
TCBI12	Restrictions of parking on busy roads	40%	-1%	41%	-1%	3	66
TCBI13	Good park and ride schemes	52%	-4%	41%	11%	1	10
TCBI14	The routes taken by HGV's	40%	-3%	40%	0%	3	58
Quality Indicator							
TCQI19	Informed about local pollution levels	35%	-1%	37%	-2%	4	92

Infrastructure and Development Select Committee

Item No. 11.

Report title: Highway and Transport Network Performance

Date of meeting: 12 July 2023

Responsible Cabinet Member: Cllr Graham Plant (Cabinet Member for Highways, Infrastructure and Transport)

Responsible Director: Grahame Bygrave (Interim Executive Director, Community & Environmental Services)

Introduction from Cabinet Member

Having strong infrastructure is recognised in the Council's strategy 'Better Together for Norfolk' 2021-25, as an essential requirement for growing the Norfolk economy.

It contributes directly to the strategic priorities of:

- A Vibrant and Sustainable Economy;
- Strong, Engaged and Inclusive Communities; and
- A Greener, More Resilient Future.

With a key outcome of: A well-managed highway network that enables everyone to travel the county freely and easily.

It is therefore imperative that we monitor the performance of our highway assets in order to spend our budgets wisely, react to changing circumstances and use the money where it is most needed.

In an ever-challenging environment it is encouraging that public satisfaction with highway condition in Norfolk remains good. In the 2022 National Highways and Transportation (NHT) Survey, we were ranked 2nd overall of 30 shire counties. The good public satisfaction result suggests that the current asset management strategy has been effective.

The Council has a statutory duty under the Traffic Management Act to ensure the expeditious movement of traffic on our highway network. This includes taking action to contribute to the more efficient use of our road network as well as the avoidance or reduction of road congestion.

Nationally, we perform well when compared with other local highway authorities. However, we recognise that demand on our highway network continues to grow, increasing pressure on our infrastructure.

Executive Summary

This report provides an annual summary of how we are managing our highway assets and the highway network overall. It does not include the A11 and A47 which are the responsibility of National Highways.

Highway asset performance is assessed on an annual basis against a set of previously agreed service level priorities to inform investment decisions and make the best use of capital expenditure. Revenue budgets, used for general maintenance and repair, are not part of this report.

The capital budget has fluctuated in recent years, having seen some significant in-year additional investment from Government. In 2020/21 this was £55.3m having been boosted by the government during the Covid pandemic. In 2021/22 this was £45.9m, £44.9m in 2022/23 and 2023/24 was similar, but this has recently been boosted by an additional £6.4m as announced in the March 2023 Budget. 2024-25 is currently expected to be £44.9m.

A commonly used measure to indicate how well the asset is performing is by determining a 'backlog' figure, which is the 'gap' between current condition and our service level. We use condition surveys to assess the current road condition.

The overall highway asset backlog in April 2023 is £68.6m. This has increased from the 2021/22 figure of £57.4m, which is mainly due to high levels of construction inflation, along with a slight deterioration in the condition of the Bridge, footway and Traffic Signal assets on the network.

The Highway Asset Management Policy and Strategy was last endorsed by this committee in July 2022.

Actions required:

- 1. To note the progress against the Asset Management Strategy Performance framework (Appendix C).**
- 2. To note the progress in the development of congestion and reliability indicators.**

1. Background and Purpose

1.1. Highway Asset Management

1.1.1 The Highway Asset Management Policy was agreed by Members in July 2014. The Strategy was reviewed by Members on 14 October 2016 together with a performance framework. All three documents were refreshed and considered by the Infrastructure & Development Select Committee in July 2019, and Cabinet January 2020.

1.1.2 The government spending review in October 2021, gave a 3-year indicative settlement for the following 3-years. The direct grant for highway maintenance the period gave a similar funding level to that in 2021/22 i.e. £35.757m. This with the Council's highway maintenance contribution and redistribution of other grants gave an overall annual budget of approximately £44.9m for highway capital maintenance, with no real term growth to allow for inflationary effects. In real terms and given rates of inflation over the past year, this represents a significant real terms reduction in year on year funding levels.

- 1.1.3 The three-year settlement enabled us to revisit our strategy and targets in 2022 which were noted in the July by the Infrastructure and Development committee. They were incorporated into the Transport Asset Management Plan 2023-24.
- 1.1.4 In the March 2023 Budget, government announced an additional £200m for highway maintenance on local roads in 2023-24. This pothole funding amounted to £6.4m for Norfolk and could also be used for proactive works to prevent potholes forming in the first place.
- 1.1.5 Engagement via this report enables Members to be informed on whether the strategy is delivering the agreed performance targets and take any necessary action to manage changing circumstances such as annual budgets or the regulatory framework. Evidence is in section 2.

1.2 Managing congestion and reliability

- 1.2.1 As a local highway authority, we have a statutory duty to manage congestion as set out in the Traffic Management Act.
- 1.2.2 There are several ways that we meet our duty, including by operating the Norfolk Permit Scheme, Civil Parking Enforcement, delivering an annual highway improvement programme as well as assessing likely impact of major development planning applications.
- 1.2.3 Indicators have been identified to measure trends in network performance and are presented in this report. This includes both objective analysis from datasets as well as subjective results from annual public perception surveys.

2. Proposals

2.1 Highway Asset Performance

2.1.1 Asset Condition

- 2.1.1.1 The existing strategy in 2022 recognised that at the level of Government funding expected in the short term, the maintenance of current highway condition would be challenging and that in most circumstances the strategy would be to manage a slight deterioration in asset condition. This situation is reflected across the country at current funding levels.
- 2.1.1.2 Any shortfall in achieving 2006-07 service levels, or otherwise agreed in 2013-14, is described as the 'backlog'. The overall highway asset backlog in April 2023 is £68.6m. This is an increase compared with £57.4m in 2022. This has been summarised in Appendix A. The major difference is the impact of inflation, which is currently affecting both the national construction industry and wider economy in general. In addition, there has been a slight deterioration in the condition of Bridges, footways, and Traffic Signals.
- 2.1.1.3 A summary on the performance of individual asset types can be seen in Appendix B.

- 2.1.1.4 The Council's Asset Management Strategy Performance Framework has been updated to show results for 2022-23, and can be seen in Appendix C.
- 2.1.1.5 The 2022-23 Structural Maintenance Capital budget was £44.9m. The budget for 2023-24, is £51.3m (including the additional £6.4m Pothole funding). The budget for 2024-25, is currently expected to be £44.9m.
- 2.1.1.6 The Council has shown its commitment to the prevention of potholes and proactive highway maintenance by creating a £10m fund to be used over a 4-year period. This funding is split over four financial years and is detailed in the annual Highways Capital Programme report considered by Cabinet each March.

2.1.2 Customer Satisfaction

- 2.1.2.1 The National Highways and Transport (NHT) network survey is carried out each summer. For the 2022 survey, 3,300 Norfolk residents, chosen at random, were asked to rate a range of highway and transportation services, including public transport, walking, and cycling, congestion, road safety and highway maintenance. It had a response rate of 27.6%, a good response rate for surveys of this type.
- 2.1.2.2 109 local authorities took part in the 2022 survey. Norfolk County Council achieved a ranking of joint 2nd out of our peer group which is formed from 30 other county councils that participated.
- 2.1.2.3 Of those indicators contained in our Asset Performance Strategy Measures in Appendix C we ranked:
- Overall condition – 2nd (previously 2nd out of 30 other county councils)
 - KBI 11 - Pavements & Footpaths: Joint 5th with a score of 56.
 - KBI 13 - Cycle routes and facilities: Joint 2nd (score of 52).
 - KBI 15 - Rights of way: Joint 14th (score of 55).
 - KBI 23 - Condition of highways: Joint 4th (score of 39).
 - KBI 24 - Highway maintenance: Joint 3rd (score of 48).
 - KBI 25 - Street lighting: 13th (score of 61).
- 2.1.2.4 The survey also gives an indication of the relative importance that Norfolk residents place on the services we deliver. Respondents are asked 'For which of the following service areas is it not acceptable to reduce the level of service'. We know from this and previous results that the service that the public would least want to see reduced continues to be 'Management and Maintenance of roads.' This helps inform our priorities and reflects the results above.
- 2.1.2.5 The overall satisfaction reduced to a score of 51, compared with 52 last year.
- 2.1.2.6 The survey return shows overall performance is good compared to other County Councils and the relative importance that residents place on the condition of the highway network.

2.1.2.7 The 2023 survey was sent out in June and the results are expected to be released later this year.

2.1.3 Future Asset Management Policy and Strategy

- 2.1.3.1 To maintain the full allocation from the Department for Transport (DfT) incentive fund, an asset management policy and strategy must have been developed, clearly documenting the links with corporate vision and other policy documents providing the “line of sight” for the asset management strategy. It must have been endorsed by the Executive and published on the authority’s website. This document must have been published or reviewed in the past 24 months.
- 2.1.3.2 The asset management policy and strategy were last agreed by Members in 2022.
- 2.1.3.7 In the March 2023 Budget, government announced an additional £200m for highway maintenance on local roads in 2023-24. This amounted to £6.4m of Pothole funding for Norfolk.
- 2.1.3.8 If the government announces a longer-term funding review we will review our policy, strategy and performance framework.
- 2.1.3.9 Carbon Footprint
 - 2.1.3.9.1 A carbon footprint is a calculation of the amount of greenhouse gases produced from using resources to make products or provide services and is expressed as a carbon dioxide equivalent.
 - 2.1.3.9.2 In April 2023, the Road Surface Treatment Association (RSTA) published its assessment for road maintenance interventions for asset management purposes.
 - 2.1.3.9.3 The RSTA report indicates that these treatments have a considerably lesser carbon footprint than traditional asphalt resurfacing.
 - 2.1.3.9.4 As part of our existing highway asset management strategy to achieve value in terms of whole-life costing Norfolk uses a preventative approach using intermediate treatments such as surface dressing and rejuvenators such as Reclamite to treat roads in the early stages of deterioration.
 - 2.1.3.9.5 This strategy can now be demonstrated to have a lower carbon footprint than an only resurfacing alternative which has been adopted by many other authorities.
 - 2.1.3.9.6 We will continue to monitor developments in this area and reference in the next review of our highway asset management policy and strategy. This work will also form a key part of the highway maintenance contribution to the Norfolk Climate Strategy.

2.2. Highway Network Performance

- 2.2.1 The latest national statistics estimate that 4.869 billion miles were travelled on Norfolk's road network in 2021. This is lower than the high of 5.441 billion miles travelled in 2019, pre-pandemic, and is comparable to traffic levels estimated in 2013.
- 2.2.2 The percentage share between different vehicle classes (cars/taxis, vans, HGVs, buses/coaches, motorcycles, and pedal cycles) has remained relatively static over the past 20 years, although there has been a gradual shift away from cars/taxis to vans. This shift has become more pronounced since 2020, attributed to changes in travel behaviours and a move towards online shopping instigated by the COVID-19 pandemic.
- 2.2.3 A local congestion indicator has been developed using objective vehicle movement data. The latest provisional result for congestion on the primary and main distributor network in October 2022 was 9.5%. This is the measure as to how much slower traffic flowed between 7am and 7pm compared to free-flowing conditions.
- 2.2.4 Overall, there has been a continual improvement in measured congestion levels, although there will be sections of the network that have degraded while other sections have improved. Several factors will explain this improvement, some as a direct result of highway interventions such as the opening of the A1270 Broadland Northway, and others due to external factors such as the COVID-19 pandemic resulting in traffic volumes being suppressed.
- 2.2.5 Further information and graph summaries of these results are available in Appendix D.
- 2.2.6 In September 2020, Members requested that Ease of Access was also reported as a network performance indicator. This is derived from the annual National Highways & Transport Network (NHT) survey; a public perception questionnaire which is distributed randomly to residents across many local authorities, including Norfolk.
- 2.2.7 The Council have participated in the survey annually since 2013, with the Ease of Access question set featuring in every questionnaire over this period. The questions in this section seek public opinion on how easy it is to access a range of destinations, including hospitals, workplace, and friends/family.
- 2.2.8 In 2022, the Council achieved a satisfaction score of 74% for Ease of Access, which is consistent with the score achieved in every annual survey completed. The average score amongst county councils participating in the survey (approx. 30 per year) was slightly lower at 72%.
- 2.2.9 Of those indicators within the 'Tackling Congestion' section, the Council ranked against our county council peer group (30 in total), as follows; -
- Ease of Access (all)* – 4th (previously 11th)
 - Traffic levels and Congestion – 7th (previously 3rd)

- Management of roadworks – 21st (previously 13th)
- Traffic Management – 7th
- Traffic Pollution – 7th

*The 'ease of access' indicator reports how easily respondents felt they can access services using different modes of transport, including by car, bus, and walking.

2.2.10 The service has an outstanding record of securing grant funding over a number of years. The Transforming Cites Fund only covers 12 city regions, and our Bus Service Improvement Plan funding was the sixth largest in England. This funding is designed to encourage an increase in journeys made by low-carbon and sustainable modes of transport. The combined funding is in excess of £100m and this has required a large number of schemes to be delivered which has impacted on the network and made management of roadworks particularly challenging, especially when adding in the significant investment and disruption from developers and utility companies at the current time, including better broadband improvements.

2.2.11 We consider the impact of traffic management required for our works on both the travelling public and local businesses. In some cases, for safety reasons full road closures are preferable and in other cases maintaining some degree of through traffic is possible. We will review both and the proposed construction programme as part of our scheme development and local engagement.

2.2.12 A new question was added to the previous year's NHT survey on public perception around availability of public electric vehicle charging points. Norfolk ranked 27th out of 30 peer county councils. Several workstreams are currently underway to introduce more electric vehicle ChargePoint's as part of the Council's Electric Vehicle strategy. More detail on this can be found in Appendix D.

2.3 Review of Transport Networks

A review of the functional use and hierarchy for roads, footways and cycleways is underway in Norwich funded by Transport for Norwich and a similar review will take place in Great Yarmouth post-opening of the new Herring Bridge.

2.4. Future Highway Research Group

2.4.1 In association with Norse Highways, we are now part of the Future Highways Research Group (FHRG). One initial key part of our membership is a value for money benchmarking assessment. There were two parts to this, a pre-assessment questionnaire and a day's assessment workshop involving interviews with key officers and partners led by an external peer group. The covering e-mail stated "It is clear that Norfolk Highways and Transport service is a highly performing, innovative service with lots the wider sector can learn from. It was a pleasure to be part of the review team."

3. Impact of the Proposal

- 3.1. The main purpose of this report is to update Members and the Committee with the annual highways and transport performance results, and to provide suggestions or endorsement if change is required. This will help ensure that Members and the Committee are able to fulfil the criteria as required in the DfT Highway Incentive Fund process, and to ensure that the Council receives the full allocation and perform our duties under the Traffic Management Act.

4. Financial Implications

- 4.1. The failure to maintain a self-assessed score of 3 within the DfT Incentive fund would lead to the loss of highway maintenance funding of approximately 70% which equates to £1.2m per year.
- 4.2. As detailed in this report, significant inflation is being experienced which is placing pressure on the Highways Capital Programme. Whilst an element of this can be contained within the current programme and resources, if the current level of inflation is sustained in the longer term, then the programme will have to be reviewed along with the potential deferment of some schemes unless additional funding is allocated from the DfT.

5. Resource Implications

- 5.1. **Staff:** None
- 5.2. **Property:** None
- 5.3. **IT:** None

6. Other Implications

- 6.1. **Legal Implications:** None
- 6.2. **Human Rights implications:** None
- 6.3. **Equality Impact Assessment (EqIA)**
- 6.3.1 The Highway Asset Management Policy and Strategy relates to the overall capital investment in structural maintenance. As part of any plans and strategies under this framework, equality and accessibility implications will be considered as a core element. The EQIA was completed for this at last year's report and has been reviewed and updated.
- 6.3.2 Individual schemes will comply with regulations from engineering design manuals, traffic management and liaison with stakeholders. Design and Streetworks processes pick up appropriate design standards and issues

regarding maintaining access during roadworks.

- 6.4. **Data Protection Impact Assessments (DPIA):** None arising from this report. However, a Data Protection Impact Assessment will be carried out for individual projects where a new type of processing is introduced with the potential of a high-risk impact on individuals as a result of processing their data.
- 6.5. **Health and Safety implications:** None
- 6.6. **Sustainability implications:** The asset management strategy and performance framework, should aid appropriate interventions to manage the travel experience, congestion, reliability, and emissions, resulting in a positive impact on carbon footprint and air quality.
- 6.7. **Any other implications:** None

7. Actions required

- 7.1 **1. To note the progress against the Asset Management Strategy Performance framework (Appendix C).**
2. To note the progress in the development of congestion and reliability indicators.

8. Background Papers

- 1. Highway Transport Performance Report to Infrastructure and Development Committee At the Cabinet meeting on 13 July 2022 note the recommendations in containing the Highway Asset Management Policy, Strategy and Performance Targets and [link to minutes](#)
- 2. At the Cabinet meeting on 6 March 2023 endorsed the recommendations in “Highway Capital Programme Report and TAMP, containing the Highway Asset Management Policy, Strategy and Performance Targets and [link to minutes](#)
- 3. [Local Transport Plan](#)
- 4. [Transport Asset Management Plan](#)

Officer Contact

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Highway Asset Backlog 2023

		Backlog 2020-21	Backlog 2021-22	Backlog 2022-23	Budget 2022-23	Budget 2023-24	Steady State estimate
Asset type		£m	£m		£m	£m	£m
A roads		10.941	13.369	13.486	4.358	5.534	16.363
B roads		0	0	0	1.599	2.934	6.659
C roads**		0	0	0			11.832
U roads**		0	0	0	9.95	10.011	8.632
Machine Patching					0.4	1.454	
Capitalised Patching/Potholes ex revenue					7.782	7.685	7.782
Category 1 footways		0	0	0.084			1.768
Category 2 footways		2.083	0.876	2.262	0.528	0.675	3.111
Category 3 footways		0.851	0	1.478			11.37
Category 4 footways		0.638	0.047	0.514	2.367	3.582	3.782
Footways layered Patching					1.04	1.1	
Footways kerbs/small repairs/patch					0.8	0.8	
Highway Drainage	Maintenance	0.891	0.6	1.1	0.602	1.41	1.649
	Bid Match Pot				0.075	0.075	0.075
	Improvement (Challenge)	17.759	19.116	16.98			
	Improvement (Town)					0.219	
Capitalised Drainage small repairs					0.876	0.876	0.876
Bridges	Maintenance Bridges	13.1	19.35	28	1.992	2.007	2.515
	Maintenance Culverts	0.25	0.6	0.88			
	Strengthening	0.305	1.45	1.25	0.015	0.015	0.25
	Assessment etc						0.075
	Inspections				1.011	1.011	0.41
small works (ex. revenue)					0.72	0.72	0.75
Traffic Signals	Replacement	0.925	1.8	2.3	0.525	0.865	3.38
	small works (ex. revenue)				0.65	0.86	0.86
	system				0.018	0.018	0.05
Signs & Post (ex. revenue) inc PROW					0.64	0.69	0.69
Lining and road studs						0.774	0.774
Condition Surveys					0.16	0.175	0.175
Park and Ride Sites		0	0	0.022	0.04	0.04	0.055
Area Manager Schemes					0.14	0.14	0.14
Fencing					0.055	0.055	0.055
Vehicle restraint systems - planned works risk		0.125	0.2	0.23	0.1	0.1	0.33
Vehicle restraint systems - inspections Tension/condition					0.097	0.097	0.097
Vehicle restraint systems - RTA repairs					0.075	0.075	0.075
Contract Cost/Contingencies***					5.982	7.303	6.624
To be allocated					2.303		
Total		47.868	57.408	68.586	44.9	51.3	91.204

Notes
These figures are taken from the price base for each year, not a common price base. 2022/23 Backlog based upon 1-4-23 prices. 2020/21 at 1-4-21 prices, 2021/22 at 1/4/2022
The backlog figure refers to the end of year, 31/3/2023
* Where service condition is linked to condition surveys, the budget need is to recover service condition not just hold condition in year
** These budgets have not been ring-fenced but shared across 'C' & 'U' roads

1 Condition of Highway Assets Summary

1.1 Roads

1.1.1 The results from our condition surveys for 2022-23 are ahead of the asset management strategy and performance targets from the asset management strategy performance framework. The 'A' roads were ahead of the LTP4 target of 4.3%.

	2020/21	2021/22	2022/23	
	Actual	Actual	Agreed Performance Measure target	Actual
'A' roads	3.86%	4.30%	4.47%	3.58%
'B' & 'C' roads	5.58%	6.37%	7.03%	6.03%
U roads	7.44%	6.06%	6.54%	5.66%

Note: Lower is better. Figures in brackets are the actual figures, but these are rounded to the nearest whole number when reported.

1.1.2 The A roads show a continued increase in treatment costs against our baseline, generating a backlog of £13.486m.

1.1.3 The B & C network treatment costs are still below our baseline comparison.

1.1.4 We changed the methodology of the Unclassified (U) road condition indicator in 2019-20. It now uses the same method as the classified road network. This enables improved comparison across the various classes of our roads.

1.1.5 Our 'U' result for 2022/23 is 5.66% and includes 82% coverage

1.1.6 We adopted 11.60% as our new service level following the sample SCANNER result in 2020, which was comparable with our former Coarse Visual Inspection Survey. As our result is better than this, there is no backlog.

1.1.7 For 2022-23 we have a backlog on our 'A' roads. Backlogs are shown in Appendix 1;

1.1.8 National Statistics 2021/22 provide the most recent comparative condition data.

Our; -

- 'A' roads, were average
- 'B,' 'C,' were average
- 'U' roads, better than average.

1.2 Bridges

- 1.2.1 The Bridges scores showed marginal change, from 2020-21 to 2021-22. The Bridge Condition Index Scores were 88.05% and 89.25% on the HGV and non-HGV networks, respectively. These scores are currently (April 2023) 86.67% and 88.77%. Our service levels being HGV 91.92 and non-HGV 88.93
- 1.2.2 For 2022-23, we have a backlog on our HGV network of £27.78m, and on our non-HGV network of £0.22m. Giving a combined total of £28m.
- 1.2.3 The culvert stock condition indicator is currently 92.6 which is 2.44 below the service level of 95.04 set on 1 April 2012. Consequently, there is a small backlog which is estimated to be £0.88m.
- 1.2.4 One bridge still requires attention in our strengthening programme and represents a backlog of £1.25m. Rungays Bridge is in the forward programme and four other bridges are the subject of feasibilities.
- 1.2.5 The overall bridges maintenance backlog = £30.13m

1.3 Traffic Signals

- 1.3.1 During 2022/23 a total of 15 installations were replaced, consisting of 7 like-for-like replacements, 1 Zebra conversion, 1 S278 developer scheme and 6 installations were replaced as part of improvement schemes funded by
- 1.3.2 The total backlog at the end of 2022/23 is 21 sites. 10 additional sites are on-hold as they may be affected by other ongoing project work. The net like-for-like replacement backlog of 13 sites represents a budget of £2.3m.

1.4 Footways

- 1.4.1 Our 2022-23 footway survey results showed a marginal decline which was expected.

1.4.2

Footway Hierarchy	Frequency	Service Level	Condition Level 4		
			2020-21	2021-22	2022-23
Cat 1	2-year data	12.5%	12.3%	11.5%	13.6%
Cat 2		25%	35.4%	27%	31.7%
Cat 3	4-year data	30%	30.6%	29.6%	30.9%
Cat 4		30%	31.5%	30.1%	38.7%

Lower is better

- 1.4.3 There is a backlog against our service level for all our categories of footway totaling £4.338m an increase from £0.923m.

1.5 Drainage

- 1.5.1 There are no formal condition surveys of highway drains. Overall condition is assessed from regular road inspections. The identified schemes are a mixture of small-scale local interventions and larger “catchment wide” projects.

- 1.5.2 Our contractual Inflation indices for drainage has been applied at 13.74% on 1st April 2023.
- 1.5.3 Catchment drainage schemes £17.759m in 2023 compared to £19.116m in 2022. This figure is a decrease due to the delivery of schemes in Thorpe St Andrew costing £185,000, and a reassessment of the listed catchment schemes. There is £4,637,856 of identified need remaining in the 'fringe' parishes of Hellesdon, Old Catton, and Thorpe St Andrew.
- 1.5.4 Our overall drainage backlog has decreased from 19.716m to £18.080m
- 1.6 **Park & Ride Sites and Norwich Bus Station**
 - 1.6.1 The service level on these sites is to fully fund any urgent, essential, or necessary structural maintenance works identified by an annual inspection. There is a backlog of £22,000.
- 1.7 **Vehicular Restraint Systems (VRS)**
 - 1.7.1 Our service level uses information from structural integrity surveys carried out on the whole stock over a 5-year period. We have adopted a service measure whereby if those sites assessed as priority 1 through risk assessment were not to be funded then they would represent a backlog. This is currently 2 sites at £230,000.

Asset Management Strategy Performance Measures

Theme	Indicator Description	Frequency of reporting	21-22	Context	22-23	22-23	Context	New asset management strategy 2022			Which is better?	
			Actual		Target	Actual		22-23	23-24	24-25		
								Target	Target	Target		
Serviceability	Roads	Condition of Principal roads	Annual	4.30%	English average 4%	4.47%	3.58%	English average 4%	4.47%	4.82%	5.16%	Lower
		Condition of classified non-Principal roads	Annual	6.37%	English average 6%	7.03%	6.03%	English average 6%	7.03%	7.39%	7.86%	Lower
		Condition of Unclassified roads	Annual	6.06%	English average 17%	6.54%	5.66%	English average 15%	6.54%	7.02%	7.49%	Lower
	Footways	Condition of Footways 1 - Footway Network Survey (FNS) level 4	Annual	11.50%		11.40%	13.60%		11%	12%	12%	Lower
		Condition of Footways 2 - FNS level 4	Annual	27.00%		29.60%	31.70%		29.60%	30.70%	32.40%	Lower
		Condition of Footways 3 - FNS level 4	Annual	29.60%		31.00%	30.90%		31.00%	32.00%	33.10%	Lower
		Condition of Footways 4 - FNS level 4	Annual	30.10%		30.60%	38.70%		30.60%	31.20%	31.50%	Lower
	Structures	Bridge Condition Index Score HGV	Annual	88.05		88.91	86.87		88.91	88.83	88.78	Higher
		Bridge Condition Index Score Non-HGV	Annual	89.25		88.99	88.77		88.99	88.83	88.73	Higher
		Bridge Strengthening number of bridges requiring strengthening	Annual	5		5	5		5	5	5	Lower
Traffic Signals	Traffic Signals controller age no more than 20 years	Annual	13		20	21		20	27	34	Lower	
Street Lighting	% Street Lighting working as planned (lights in light)	Monthly	99.55%		99.00%	99.25%		99%	99%	99%	Higher	
Customer Satisfaction	NHT Overall	KBI 01 - Overall (local)	Annual	53	3rd best County	53	51	3rd best County	53	53	53	Higher
	NHT Walking & Cycling	KBI 11 - Pavements & Footpaths	Annual	55	6th best County	55	56	5th best County	55	55	55	Higher
		KBI 13 - Cycle routes and facilities	Annual	51	3rd best County	51	52	2nd best County	51	51	51	Higher
		KBI 15 - Rights of Way	Annual	56	8th best County	54	55	18th best County	54	54	54	Higher
	NHT Highway Maintenance & Enforcement	KBI 23 - Condition of highways	Annual	36	4th best County	33	39	4th best County	33	33	33	Higher
		KBI 24 - Highway maintenance	Annual	42	7th best County	51	48	3rd best County	51	51	51	Higher
		KBI 25 - Street lighting	Annual	60	16th best County	60	61	14th best County	60	60	60	Higher
Safety	Number of people killed and seriously injured on Norfolk's roads		Monthly	436		N/A			N/A	N/A	N/A	Lower
	Repudiation Rate of Highway Insurance Claims		Annual	83.00%		81	76		81	81	81	Higher
	Winter gritting - % of actions completed within 3 hours		Monthly	93.36%		80	88.7		80	80	80	Higher
	Highway Safety Inspection carried out on time		Monthly	93.10%		98	94		98	98	98	Higher
	% Priority A defects attended within response timescale (2 hours)		Monthly	99.90%		96	99.4		96	96	96	Higher
	% Priority B defects attended within response timescale (Up to 4 days)		Monthly	96.90%		98	97.1		98	98	98	Higher
Sustainability (Economic & Environment)	Street lighting – CO2 reduction (tonnes) (Annual emissions)		Annual	4177		3369	3057		3369	2703	2541	Lower

Network Management Performance

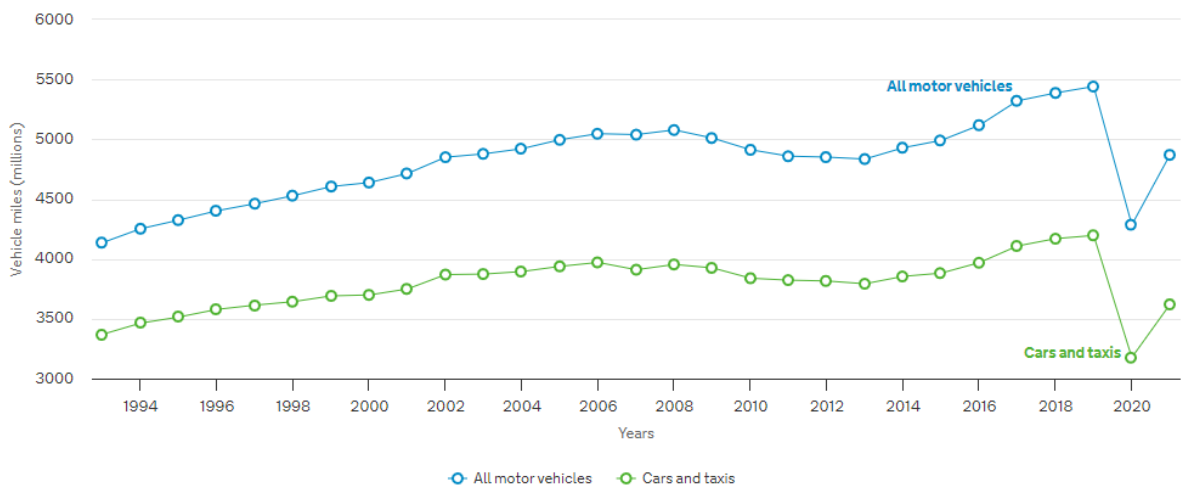
1. Traffic Levels and Congestion Statistics

1.1. The Department for Transport carry out traffic count sampling across the national network on an annual basis to monitor changes in travel patterns. This is used by the national statistics team to estimate the total miles travelled by vehicles across the entire road network and is broken down into each local highway authority area.

1.2. The latest data available from 2021 estimates that a total of 4.869 billion miles were driven on Norfolk's road network. This is 14% more than in 2020 (4.285b miles) but (5.441b miles) 11% less than in 2019. This overall decline is as a result of the COVID-19 pandemic. The initial social lockdown restrictions restricted vehicle movements, which have since recovered with lesser social restrictions in 2021. Further recovery is expected in 2023 however is still expected to show an overall decline since 2019 due to lasting changes in travel patterns (particularly a larger proportion of the workforce working from home).

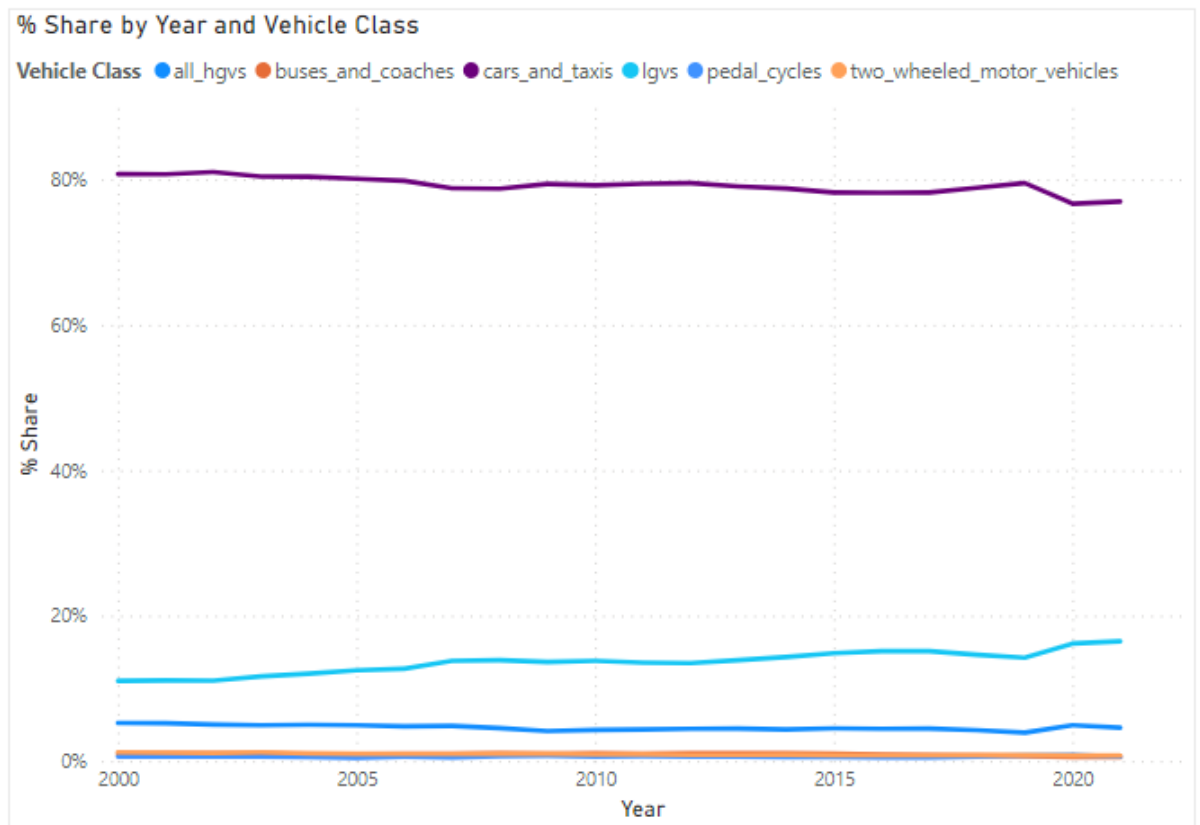
1.3. Annual traffic by vehicle type in Norfolk

Traffic in Great Britain from 1993 to 2021 by vehicle type in vehicle miles (millions)



1.4. Traffic volumes are also estimated by vehicle class; cars and taxis, HGVs, light goods vehicles (vans), buses and coaches, motorcycles as well as pedal cycles. The % share for each class has remained relatively static over the past 20 years, although there is a noticeable slight shift in % share from cars/taxis to vans. This shift has become more pronounced since 2020, (cars -3%, vans +2% and HGVs +1%) coinciding with a cultural shift towards more online shopping services and corresponding home deliveries, including groceries, following the COVID-19 pandemic.

1.5.



1.6. There is no national statistic on congestion levels on our road network. The Highway Network and Digital Innovation team have instead analysed anonymised vehicle movement data to determine the performance of our primary and main distributor (PMDA) network, which consists of the majority of our A and B class roads.

1.7. Provisional figures have been produced that show, overall, the level of congestion measured in 2022 is 9.5% on our PMDA network. This is the measure as to how much slower traffic speeds were when compared to free-flowing conditions. A steady improvement in congestion levels has been observed since 2017, where congestion was measured as 12.2% (i.e., more delay).

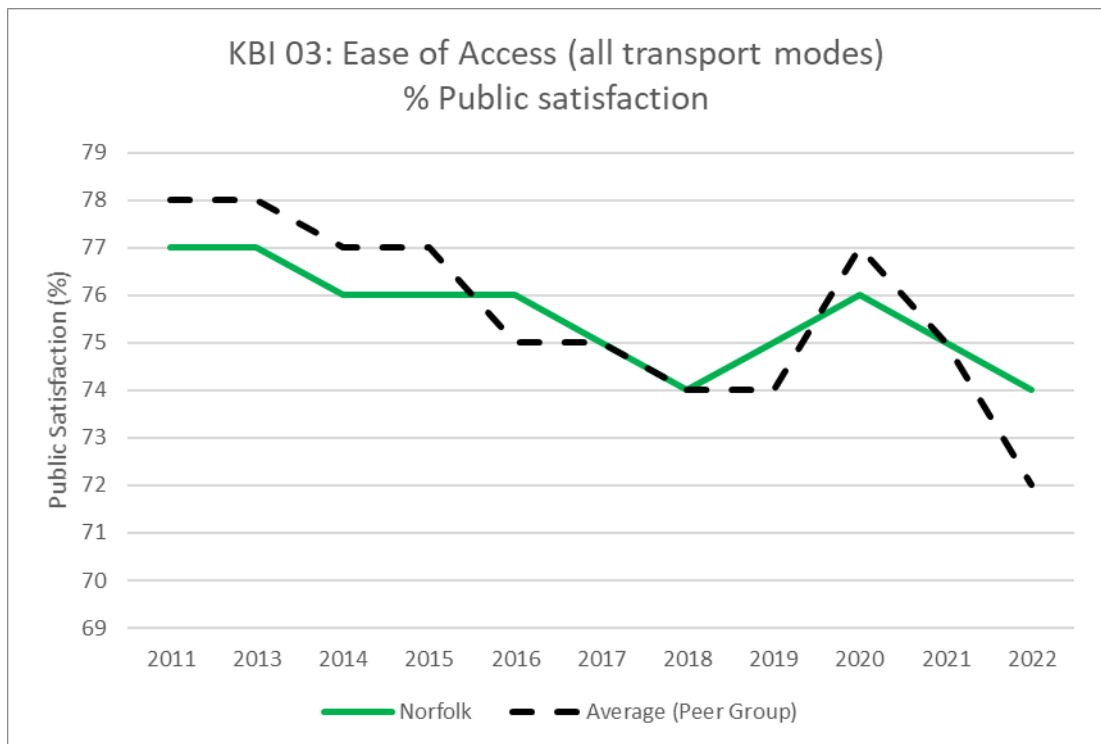
1.8. There will be many factors that will influence congestion, this will include the impact of major infrastructure schemes, most notably the opening of the A1270 Broadland Northway in 2018 and the impact of the COVID-19 pandemic on the levels of traffic using our road network as explained in 1.2 above.

2. Public Perception

2.1. The Council have participated in the annual National Highways & Transport Network (NHT) survey since 2011, with the Ease of Access and Traffic Levels & Congestion question sets featuring in every questionnaire over this period. The questions in this section seek public opinion on how easy it is to access a range of destinations, including hospitals, workplace, and friends/family as well as satisfaction around the level of congestion and coordination of roadworks.

2.2. The Ease of Access indicator for Norfolk has remained relatively static over this period, and the latest result (74%) is slightly above the peer group average of 72% (30 county councils).

2.3.



2.4. The Ease of Access indicator consists of several questions that respondents are asked to score. Our ranking on how easy it was to access (by any mode of transport) the following facilities:

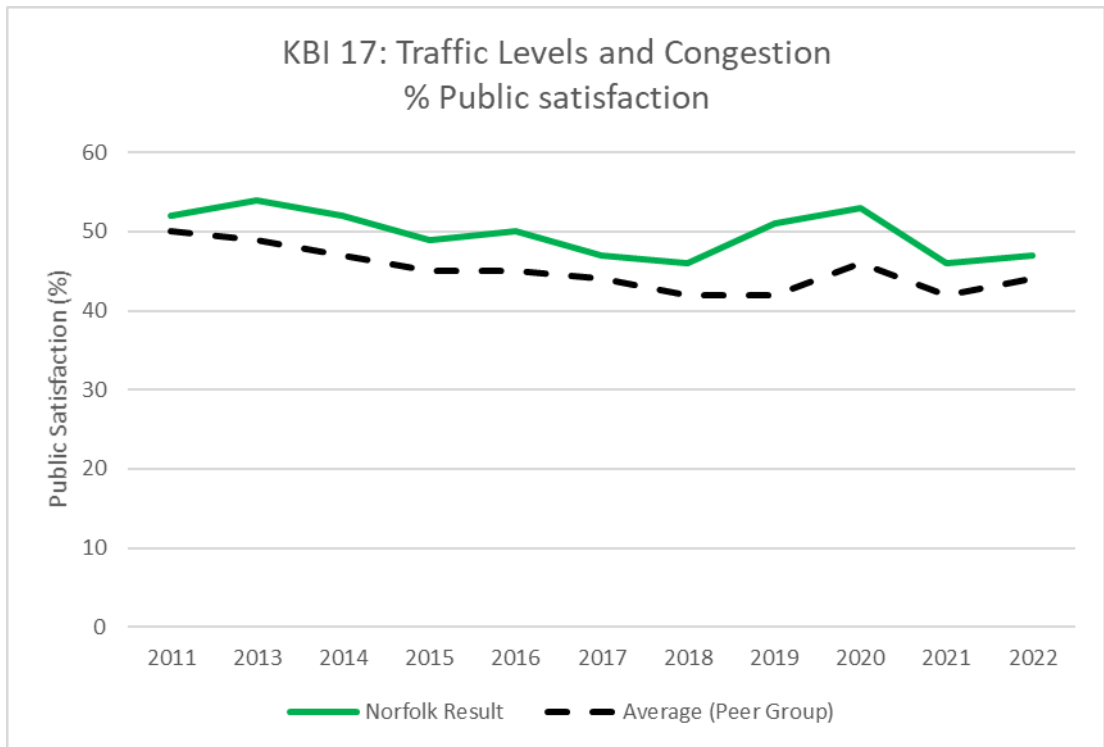
2.5.

Facility	Peer Ranking (out of 29)
Work	4 th (previously 20 th)
Friends and Family	7 th (previously 21 st)
School/college	9 th (previously 7 th)
Post office/banks	4 th (previously 6 th)
Local shops/supermarkets	1 st (previously 17 th)
Leisure facilities	3 rd (previously 13 th)
Hospital	7 th (previously 21 st)
Doctors and health facilities	4 th (previously 11 th)

2.6. New questions were added to this question set in 2021, including access to Electric Vehicle charging points and how much travel habits have changed since the COVID-19 pandemic.

- 2.7. Public perception on whether there are enough electric vehicle charging points in Norfolk ranked 27th out of 30 peer county councils. This corresponds with national statistics that shows Norfolk has one of the lowest uptakes of electric vehicles and one of the lowest availability of charging points (although highest in the eastern region), proportionate to population at around half the national average and the third of that available in London. Plans are in place to address this, including a pilot project to install kerbside public charge points in key areas of Norwich and funding of charge points through the Local Highway Member Fund and Parish Partnership Scheme. A funding application has also been submitted to the Office of Zero Emission Vehicles to address charge point availability in tourist areas.
- 2.8. The Council adopted its Electric Vehicle Strategy in October 2021, which set out priorities for encouraging the uptake of electric vehicles across the county, which includes improving the availability of charging points. As part of this strategy, the Council was one of the first in the country to adopt a charging cable policy, where eligible residents with no off-street parking can apply for permission to place charging cables across the footway where they have no off-street parking or public charging facilities nearby.
- 2.9. In January 2023, a contract was awarded to EB Charging to install 46 kerbside public charge points on residential streets in Norwich as part of a pilot project in collaboration with UK Power Networks. This will provide 92 charging sockets, doubling the availability of chargers in Norwich, and is expected to be fully operational this year.
- 2.10. The Highway Network and Digital Innovation team have also been successful in applying for grant funding through the Norfolk Investment Framework and the Office of Zero Emission Vehicle's Local Electric Vehicle Infrastructure pilot scheme fund. Collectively this has secured over £1.8m towards delivering around 80 community-based public charging points over the next 18 months. Work is underway in preparing our application to the main Local Electric Vehicle Infrastructure fund, with our indicative allocation being £6.4m in either 2024-25 or 2025-26, which will further boost rollout plans. Further funding opportunities will be explored and considered.
- 2.11. The survey also asked respondents for their perception on traffic levels and congestion via a series of questions. Overall, the perception score is similar to last year however relative to other peer county councils our ranking has declined from 1st to 7th.

2.12.



2.13. Other questions that Norfolk ranked strongly for (top ten in peer group) within the Tackling Congestion theme included routes taken by HGVs, good park and ride schemes, tackling illegal on-street parking and helplines to find out about roadworks.

Infrastructure and Development Select Committee

Item No: 12

Report Title: CES Policy and Strategy Framework – annual report

Date of Meeting: 12 July 2023

Responsible Cabinet Member: Cllr Margaret Dewsbury (Cabinet Member for Communities and Partnerships)

Cllr Fabian Eagle (Cabinet Member for Economic Growth)

Cllr Graham Plant (Cabinet Member for Highways, Infrastructure and Transport)

Cllr Eric Vardy (Cabinet Member for Environment and Waste)

Responsible Director: Grahame Bygrave (Interim Executive Director, Community and Environmental Services)

Executive Summary

The Select Committee has a role in developing and advising on Council policies and strategies. This report sets out information on the policies and strategies aligned to the work of this Select Committee, in the form of a Policy and Strategy framework.

This framework is brought to the Select Committee annually to enable Members the opportunity to consider the full picture of aligned policies and strategies.

Action Required

The Select Committee is asked to:

1. Note the work carried out by the Select Committee over the last year to develop and advise on policies and strategies.
2. Review the policy and strategy framework set out in Appendix A and identify any appropriate items for inclusion on the Forward Work Programme (where not already included).

1. Background and Purpose

- 1.1 The Select Committee has a role in developing and advising on the policy and strategy framework. The Committee reviews this framework annually; it was last reviewed in May 2022.
- 1.2 This report provides details of the current policies and strategies which align to this Select Committee along with timescales for anticipated development and review work.
- 1.3 The Select Committee carries out significant work to review and develop the policies and strategies throughout the year. Since May 2022 (which is when this framework was last reviewed) the Committee has reviewed and developed the following:-

Communities and Partnerships portfolio

- Blue Badge Policy
- Norfolk Fire and Rescue Service Community Risk Management Plan 2023-26
- Adult Learning annual plan
- Trading Standards Service Plan

Growth and development portfolio

- Norfolk Strategic Infrastructure Delivery Plan (NSIDP)

Highways, Infrastructure and Transport

- Bus Service Improvement Plan
- Transport East – Transport Strategy
- Speed Management Strategy
- Highways Winter Service Policy
- Planning Obligations Standards 2023

Environment and Waste

- Norfolk Access Improvement Plan
- Waste Services Review (including Waste Policies)
- Herbicide Use Policy
- Climate Strategy
- Tree planting strategy

2. Proposal

- 2.1 The policy and strategy framework is set out in Appendix A. This lists the policies and strategies which have been approved by Members, along with those under development which will be brought to Members for approval. The following definitions have been used as a guide: -

Strategy – guides the future shape and delivery of services by setting out a high-level long-term vision and/or priority;

Policy – sets out a principle, protocol or set of rules that guide decisions or achieve outcomes.

2.2 The framework covers policies and strategies only, and not all documents or decisions which may require member approval.

1.4 A general working standard is that all relevant policies and strategies will be reported to this Committee prior to any formal approval. This will help Select Committee input and develop appropriate recommendations for Cabinet and/or the relevant Cabinet Member to consider. In practice, the extent to which this is possible may depend on the capacity of the Select Committee (e.g. size of agendas for meetings) and any particular timing considerations.

1.5 The timescales anticipated for reviewing existing policies and strategies varies, with some reviewed annually and some longer-term strategies less frequently. The framework aims for each to be reviewed at least once every 5 years.

2.6 In considering the policy and strategy framework, the Select Committee may wish to consider: -

Priorities – there may be priority areas that the Select Committee wish to identify e.g. areas where the Select Committee may wish to be involved in development work in more detail.

Timings – some policies/strategies have a specified timescale and work to develop a revised strategy may need to be carried out within a specific timeframe to ensure there is no gap in provision. In other cases, there is no specific timescale and there is more scope for the Select Committee to set timings for review, if needed, e.g. in line with any priorities.

Gaps – whether there may be any gaps in the current policy and strategy framework, or new requirements, where the development of a new policy or strategy may be useful.

3. Impact of the Proposal

3.1 The framework helps provide clarity on the policies and strategies aligned to the work of this Select Committee, as well as supporting members to understand the full picture.

4. Evidence and Reasons for Decision

4.1 As above.

5. Alternative Options

- 5.1 The Committee can use this framework as a tool to help shape future agendas and discussion items.

6. Financial Implications

- 6.1 There is no direct financial implication from a review of the policy and strategy framework. There is a general need for policies and strategies developed to be realistic in terms of the overall financial envelope to ensure that they are deliverable. This includes taking account of the opportunities to access external funding to support delivery, particularly for key areas of work or projects. This needs to be balanced against the need for some strategies to set out a long-term future vision for services or for the county.

7. Resource Implications

- 7.1 **Staff:** None arising from this report. Policy review and development is, on the whole, carried out within existing staff resource. In some cases there may be a need to commission specialist or technical resource from within available funding.
- 7.2 **Property:** None arising from this report.
- 7.3 **IT:** None arising from this report.

8. Other Implications

- 8.1 **Legal Implications:** None arising from this report. All policies and strategies developed are assessed to ensure that there are within the context of relevant legislation and similar requirements. Changes in legislation or associated standards/guidance are also assessed to determine to need to review policy/strategy as a result, and some of the anticipated development work is as a result of anticipated changes.
- 8.2 **Human Rights Implications:** The implications of individual policies and strategies will be considered as part of their development.
- 8.3 **Equality Impact Assessment (EqIA) (this must be included):** Assessments are completed for individual policies/strategies as part of their development. Copies of these assessments will be included in relevant reports so that they can be considered as part of the decision-making process.
- 8.4 **Data Protection Impact Assessments (DPIA):** None arising from this report.

8.7 Any Other Implications: None.

9. Risk Implications / Assessment

9.1 As above.

10. Recommendations

The Select Committee is asked to:

1. Note the work carried out by the Select Committee over the last year to develop and advise on policies and strategies.
2. Review the policy and framework set out in Appendix A and identify any appropriate items for inclusion on the Forward Work Programme (where not already included).

11. Background Papers

11.1 None.

11.2

Officer Contact

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

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Email: sarah.rhoden@norfolk.gov.uk



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Policy and Strategy Framework – Infrastructure and Development Select Committee

Title	Latest version	Date approved/ last reviewed	Next review due (approx.)#	Notes
Cabinet Member for Communities and Partnerships Portfolio				
1. Adult Education Strategy	Document.ashx (cmis.uk.com)	Mar-2022	2027	See note 1 below
2. Arts Policy	Arts Policy	2005	Underway	
3. Blue Badge (Disabled Persons) Parking Scheme Policy	Blue Badge (Disabled Persons) Parking Scheme Policy	Aug-2022	2024	
4. CES Enforcement Policy	CES Enforcement Policy	2022	Annually	
5. Getting Norfolk Moving - Active Norfolk Strategy 2021-2026	Getting Norfolk Moving - Active Norfolk Strategy 2021-2026	10-Sep-21	2026	
6. NFRS Community Risk Management Plan*	Community risk management plan for Norfolk Fire and Rescue Service	Mar-2023	2026	
7. Library Stock Management Policy	Held locally by team, not published.	Apr-21	2025	
8. Norfolk Library Strategy	Document.ashx (cmis.uk.com)	Mar-20	2025	
9. Norfolk Museum Service 5 Year Strategic Framework 2019-202	5 Year Strategic Framework 2019-2023 - Norfolk Museums	Jan-20	2023	
10. Significant Incident Review Policy	Document.ashx (cmis.uk.com) page 574	Jul-22	2027	
11. Trading Standards Business Services Policy	Trading Standards Business Services Policy	2023	Annually	
12. Trading Standards Consumer Services Policy	Trading Standards Consumer Services Policy	2023	2026	
13. Trading Standards Service Plan	Trading Standards Service Plan	2023	Annually	
Cabinet Member for Growing the Economy Portfolio				
14. Apprenticeships Strategy	Apprenticeships Strategy	Sep-2021	2026	

Title	Latest version	Date approved/ last reviewed	Next review due (approx.)#	Notes
15. Norfolk and Suffolk Economic Strategy	<u>Norfolk and Suffolk Economic Strategy</u>	2021	2026	
16. Norfolk Rural Economic Strategy 2021-24	<u>Norfolk Rural Economic Strategy 2021-24</u>	2021	2024	
Cabinet Member for Highways, Infrastructure and Transport Portfolio				
17. Aylsham Network Improvement Strategy	<u>Aylsham Network Improvement Strategy</u>	Apr-2020	2025	
18. Brown Tourist Information Signs Policy	<u>Brown Tourist Information Signs Policy</u>	2021	2026	
19. Bus Improvement Plan	<u>Norfolk Bus Service Improvement Plan - October 2021</u>	Oct-2022	2027	
20. Concessionary Fares Policy	<u>Concessionary bus pass - Norfolk County Council</u>	2001	Underway	
21. Dereham Network Improvement Strategy	<u>Dereham Network Improvement Strategy</u>	Mar-19	2024	
22. Diss Network Improvement Strategy	<u>Diss Network Improvement Strategy</u>	Apr-20	2025	
23. Downham Market Network Improvement Strategy	<u>Downham Market Network Improvement Strategy</u>	Apr-20	2025	
24. Electric Vehicle Strategy	<u>Electric Vehicle Strategy</u>	04/10/2021	2026	
25. Fakenham Network Improvement Strategy	<u>Fakenham Network Improvement Strategy</u>	Apr-20	2025	
26. Great Yarmouth Transport Strategy	<u>Great Yarmouth Transport Strategy</u>	Apr-20	2025	
27. Greater Norwich Local Plan	<u>Greater Norwich Local Plan</u>	2021	2026	
28. Home to School and College Transport Policy	<u>Home to School and College Transport Policy 2022/2023 (norfolk.gov.uk)</u>		2023	
29. King's Lynn Transport Strategy	<u>King's Lynn Transport Strategy</u>	Feb-20	2025	

Title	Latest version	Date approved/ last reviewed	Next review due (approx.)#	Notes
30. Local Flood Risk Strategy	Local Flood Risk Strategy	Jan-21	2026	
31. Local Transport Plan*	Local Transport Plan*	2022	2026	
32. Norfolk Parking Principles	Norfolk Parking Principles	May-12	Underway	
33. Norfolk Rail Prospectus	Norfolk Rail Prospectus	Jan-13	2023	
34. Norfolk Speed Management Strategy	Norfolk Speed Management Strategy	Jan-23	2028	
35. Norfolk Strategic Infrastructure Delivery Plan	Norfolk Strategic Infrastructure Delivery Plan	Apr-2023	2024	
36. North Walsham Network Improvement Strategy	North Walsham Network Improvement Strategy	Apr-20	2025	
37. Street Lighting Policy	Not currently on website - copy available on request	2019	2024	
38. Sustainable School Travel Strategy	Sustainable School Travel Strategy	Jul-14	Underway	
39. Swaffham Network Improvement Strategy	Swaffham Network Improvement Strategy	Apr-20	2025	
40. Thetford Network Improvement Strategy	Thetford Network Improvement Strategy	Apr-20	2025	
41. Transport Asset Management Plan	Transport Asset Management Plan	Mar-2022	Annually	
42. Transport East Transport Strategy	Document.ashx (cmis.uk.com) page 53	Nov-22	2027	
43. Transport for Norwich (TfN)	Transport for Norwich Strategy - Norfolk County Council	2021	2026	
44. Winter Maintenance Policy	Winter Maintenance Policy	May-2023	2028	
45. Wroxham and Hoveton Network Improvement Strategy	Wroxham and Hoveton Network Improvement Strategy	Apr-20	2025	
46. Wymondham Network Improvement Strategy	Wymondham Network Improvement Strategy	Sep-20	2025	

Title	Latest version	Date approved/ last reviewed	Next review due (approx.)#	Notes
Cabinet Member for Environment and Waste Portfolio				
47. Climate Strategy for Norfolk County Council	<u>Climate strategy - Norfolk County Council</u>	May-2023	2027	
48. Core Strategy and Minerals and Waste Development Management Policies Development Plan Document 2010-2026*	<u>Core Strategy and Minerals and Waste Development Management Policies Development Plan Document 2010-2026 (DPD)*</u>	Sep-2011	Underway	Review underway with a view to combining into a single DPD
49. County Council Waste Policies and Moving Towards Zero Waste Strategy Document*	<u>County Council Waste Policies and Moving Towards Zero Waste Strategy Document*</u>	Nov-22	2023	Considered annually as part of Waste Services Review
50. Glyphosate Policy	<u>Document.ashx (cmis.uk.com) page 61</u>	Jan-23	2028	
51. Minerals Site Specific Allocations Development Plan Document (DPD)*	<u>Minerals Site Specific Allocations Development Plan Document (DPD)*</u>	Dec-17	Underway	Review underway with a view to combining into a single DPD
52. NCC Environmental Policy*	<u>NCC Environmental Policy*</u>	2021	2024	
53. Norfolk Access Improvement Plan 2019-2029	<u>Norfolk Access Improvement Plan 2019-2029</u>	Mar-19	2024	
54. Norfolk Minerals and Waste Development Scheme*	<u>Norfolk Minerals and Waste Development Scheme*</u>	Aug-19	2024	
55. Norfolk Strategic Flood Alliance Strategy	<u>Norfolk Strategic Flood Alliance – Overall Strategy</u>	Jul-2021	2026	
56. Recycling Centres Policies	<u>Recycling Centres Policies</u>	Nov-2022	2027	
57. Recycling Credits Policy	<u>Recycling Credits Policy</u>	Nov-2022	2027	
58. Tipping Away Payments to Waste Collection Authorities	<u>Tipping Away Payments to Waste Collection Authorities</u>	2020	2026	
59. Tree Safety Management Policy	<u>Tree Safety Management Policy</u>	Oct-09	2023	

Title	Latest version	Date approved/ last reviewed	Next review due (approx.)#	Notes
60. Waste Site Specific Allocations Development Plan Document (DPD)*	<u>Waste Site Specific Allocations Development Plan Document (DPD)*</u>	Oct-13	Underway	Review underway with a view to combining into a single DPD

Notes:-

1. There are also a number of detailed policies relating to Adult Learning and oversight of these is through the Adult Learning Steering Group.
- * Currently is part of the NCC Policy Framework set out in the Constitution, and therefore Full Council is the approval body.
- # As a rule of thumb, aiming to review each at least once every 5 years.

Infrastructure and Development Select Committee

Item No: 13

Report Title: Forward Plan

Date of Meeting: 12 July 2023

Responsible Cabinet Member: N/A

Responsible Director: Grahame Bygrave (Interim Executive Director, Community and Environmental Services)

Executive Summary

This report sets out the Forward Work Programme for the Select Committee, to enable the Select Committee to review and shape it. It also includes a motion referred by Full Council for the Committee to consider.

Action Required

The Select Committee is asked to:

1. Review and agree the Forward Work Programme for the Select Committee as set out in Appendix A.
2. Agree to task officers to bring an update report back to a future Select Committee with information to support the Committee in considering the Rights of Rivers Motion set out in Appendix B.

1. Background and Purpose

- 1.1 This report sets out the Forward Work Programme for the Select Committee to enable the Committee to review and shape it.

2. Proposal

2.1 Forward Plan

The current Forward Work Programme for the Select Committee is set out in Appendix A, for the Committee to use to shape future meeting agendas and items for consideration.

2.2 Rights of Rivers Motion

At the March 2023 Full Council meeting, a motion relating to the Rights of Rivers was included on the agenda. The Cabinet Member for Environment and Waste moved an amendment (which had been accepted by the mover of the motion) which proposed that this motion should be forwarded to the Infrastructure and Development Select Committee to see if there was any value in pursuing the motion and declaration. This was unanimously carried.

A copy of the motion is included at Appendix B of this report.

The motion references some detailed and technical information. To ensure that the Select Committee can feel sufficiently informed and updated to comment on the proposal in the motion, it is recommended that the Committee tasks officers to bring an update report back to a future Select Committee with further information. This should include an update on activity already taking place and/or planned.

2.3 Member Task and Finish Groups

The Select Committee previously agree that, to help ensure a manageable workload, there will be no more than two Member Task and Finish Groups established by this Committee operating at any one time. There is currently one active Group – the Task and Finish Group look at the subject ‘Providing Highways and Transport Development Management Advice to Local Planning Authority’s in Norfolk’.

3. Impact of the Proposal

- 3.1 This report enables the Select Committee to shape agendas for future meetings so that they can include items which the Committee considers the most important for them to consider.

4. Evidence and Reasons for Decision

- 4.1 As above.

5. Alternative Options

- 5.1 The Committee can amend and shape the Work Programme.

6. Financial Implications

- 6.1 None.

7. Resource Implications

7.1 Staff: None.

7.2 Property: None.

7.3 IT: None.

8. Other Implications

8.1 Legal Implications: None.

8.2 Human Rights Implications: None.

8.3 Equality Impact Assessment (EqIA): N/A

8.4 Data Protection Impact Assessments (DPIA): N/A

8.7 Any Other Implications: None.

9. Action Required

The Select Committee is asked to:

1. Review and agree the Forward Work Programme for the Select Committee as set out in Appendix A.
2. To consider whether there is any value in pursuing the Rights of Rivers motion referred to the Committee by Full Council, as set out in .

10. Background Papers

11.1 None.

Officer Contact

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

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Email: sarah.rhoden@norfolk.gov.uk



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

Forward Work Programme – Infrastructure and Development Select Committee

Draft agendas for the next three meetings.

Report title	Reason for report
13 September 2023 meeting	
Local Transport Plan	To report on the guidance and our proposals for updating LTP
Moving traffic enforcement in Norfolk	To consider the proposed approach to how moving traffic enforcement will be managed in Norfolk
NCC Apprenticeship Strategy	To review and consider the proposed strategy and action plan
Creating Community Spaces: Norfolk's Library, learning and community hubs	To provide an update on the Kings Lynn Multi User Community Hub and the Great Yarmouth Library and Learning Centre projects
Forward Work Programme	To review and shape the Select Committee's forward work programme.
15 November 2023 meeting	
CES Compliance and Enforcement Policy – Annual Review	To approve any changes to the policy
Financial and Strategic Planning 2024-25	Select Committee input to development of 2024-25 Budget – comments on specific proposals
Waste Services Review	To review performance
Transport Asset Management Plan (TAMP)	To consider proposed amendments and updates for the TAMP
Forward Work Programme	To review and shape the Select Committee's forward work programme.
17 January 2024 meeting	
Forward Work Programme	To review and shape the Select Committee's forward work programme.

Rights of Rivers Motion – as submitted for consideration at County Council meeting 28 March 2023

2. Liberal Democrat Group Motion Rights of Rivers

Proposer – Cllr Rob Colwell.

Secunder – Cllr David Sayers

This Council acknowledges the increasing pressures on our freshwater environments and waterways from pollution, climate change, land management practices, development and amenity use. Norfolk's rivers are unique and have rare ecosystems, but are slowly dying from pollution, habitat destruction and drought. Decades of neglect has resulted in every one of our rivers being affected.

This Council recognises that current legislation is failing to protect our rivers in preventing the destruction of nature and instead only regulate the rate of destruction. These precious ecosystems can be revived and re-built, but first they need proper protection. This council notes the far-reaching consequences of not tackling pollution of freshwater environments and waterways. The Wildlife Trust indicates that pollution levels in waterways place 10% of freshwater and wetland species at risk of extinction, these species can reduce the impact of flooding, an issue that is all too familiar in Norfolk. Additionally, a recent report by the LGA indicated that the building of up to 20,000 new affordable homes has been delayed due to river pollution and low water levels.

This Council acknowledges the emerging global movement of governments recognising the Rights of Nature, particularly the Right of Rivers. Rights of nature require a respectful, holistic, and empathic approach to rethinking our relationship with nature, moving from one of dominance to one of interdependency. It can also act as a catalyst to shift our thinking from an extractive economy towards a regenerative green economy.

This Council notes that nature has rights, and as such, we must intervene using a Rights of Nature lens to give rivers a voice as a single entity, from source to sea.

This Council recognises the Universal Declaration of River Rights, which establishes the fundamental rights that all rivers shall possess, including the right to flow, perform essential functions within the river's ecosystem, be free from pollution, feed and be fed by sustainable aquifers, have native biodiversity, and regeneration and restoration.

This Council resolves to explore with local communities and relevant stakeholders, such as the Norfolk Rivers Trust whom have given their support to this motion, the implementation of the Rights of Rivers framework to ensure that our rivers have the fundamental rights necessary to protect their health, integrity, and natural functioning.

This Council commits to work towards the implementation of the Rights of Rivers framework, ensuring that we are doing our part to protect and restore our rivers, and safeguard the ecological and cultural values that rivers provide to our communities.

This Council urges the government and other local authorities to join in recognising the Rights of Rivers, to work together to protect and restore our freshwater environments and waterways for the benefit of present and future generations.

Infrastructure and Development Select Committee

Item No: 14

Report Title: France (Channel) England Programme Update

Date of Meeting: 12 July 2023

Responsible Cabinet Member: Cllr Fabian Eagle

Responsible Director: Grahame Bygrave (Interim Executive Director of Community & Environmental Services)

Executive Summary

Please note all figures are represented in Euros as this is an EU funded Programme

The report has been brought to the committee to give an update on the NCC delivered France (Channel) England Programme. The last formal update was submitted to the Business and Property Committee meeting in January 2019.

Since 2014, NCC has managed the €315m / €223m ERDF France (Channel) England Programme (FCE), that is a European funded programme within European Regional Development Funds (ERDF) as part of the European Commission's (EC) Interreg strand and will continue to do so until the programme is formally closed with the EC, most likely in late 2025 / early 2026; albeit subject to EU audit up until 2028. The €315m represents the full programme value including matched funding from the projects and National Authorities. The €223m represents the contribution from the EU funds for projects and Technical Assistance.

The programme is a "Cross Border" programme under the European Territorial Cooperation Goal and aims to support the development of the Border region between France and England. It supports 5 different objectives: innovation, social innovation, low carbon economy, promotion of the natural and cultural assets within the programme area, and protection of shared water ecosystems.

NCC was designated through the Department of Levelling Up, Housing and Communities (DLUHC) as the Technical Assistance (TA), with an overall budget of 15.744€m up to 31/12/2023, to manage all aspects of the programme in-house.

The TA comprises of:

Managing Authority (MA) responsible for strategic oversight of the programme to ensure compliance with EU regulations and contract performance, management of risk and anti-fraud, management verifications (claims), State Aid, stakeholder management and supporting the programme governance.

Joint Secretariat (JS) responsible for carrying out the administration of the programme including developing projects, applications, appraisals, approvals, claims, reporting to EC, National Authorities and NCC Board, liaison with Lead Partners, modifications, adherence to programme manuals and ensuring projects are compliant with financials and outputs.

Certifying Authority (CA) responsible for all finances within the programme, managing separately the project and TA budgets, compliance with EC regulations with the Annual Accounts and maintaining all financial records .

Audit Authority (AA) responsible for second level audits on expenditure paid to projects as well as carrying out system audits on processes and procedures, including management verifications, anti-fraud, annual accounts, staff resources and competencies, performance data and IT systems.

The Programme Monitoring Committee (PMC) members are representatives of both the UK and French National Authorities and are responsible for governance, scrutiny and all decision making.

In addition to the PMC and due to the longevity, complexity and therefore potential risk to NCC, there is an Internal Board that oversees the programme on behalf of the Council with membership representation from Finance, Legal, HR and Chaired by a Director of CES, meeting at least twice a year with more regular meetings booked for 2023 as the programme reaches a conclusion.

The programme has also secured additional post closure funds effective 01/01/2024 until 31/03/2025 from the two National Authorities, thereby giving a total closure reserve amount of circa €1m shared across the four TA functions, to close the programme effectively and meeting all legal obligations. The programme is currently in discussions with the National Authorities to determine any post closure responsibilities.

Action Required

The Select Committee is asked to:

1. Comment on and note the programme update

Challenges

There has been some significant challenges for the programme to overcome.

The Brexit vote caused significant uncertainty for project partners and staff with regard to the programme going forward. This led to a significant drop off in

project applications and significant staff turnover especially among French Nationals.

Covid impacted on all projects, due to their cross border nature. Lockdowns were especially difficult as project implementation was limited to progress via home working and therefore many field activities were paused or cancelled.

Virtually every project modified their respective application form, creating an unforeseen workload to the programme staff and extending the projects by up to 2 years to mitigate the time lost due to Brexit and Covid.

However, thanks to a superb effort from programme staff over the last 5 years, each challenge was met by a dedicated team who through liaison with the National Authorities and each project, managed to ensure that no project stopped mid-term.

Projects

The programme has approved 51 projects, 9 of which have closed, 12 in the process of closing and 30 entering their final few months. The programme has committed 106% of ERDF funds and is therefore on target to achieve 100% of the expected ERDF project spend of €209,664,132. Projects normally underspend by up to 10%.

In Norfolk, partners within approved projects include Norfolk County Council, University of East Anglia, Great Yarmouth Borough Council, Town Centre Partnership Company Great Yarmouth, Hudson Architects, Water Resources East and New Anglia LEP with a combined total of €9.3m ERDF funds granted.

Project values range from €400k to €32.8m ERDF, the latter being the largest single Interreg project value across Europe. Numbers of project partners range from 2 to 18 and all have to have partners from both countries.

As examples of projects;

Please note the first amount represents the total project value including partners' match funding and the second figure represents the EU contribution to the project.

AWE €4.6m / €3.2m ERDF with 10 partners will bring together organisations working in business creation to address the gender imbalance in business start-ups, where men are currently twice as likely to start a business compared to women.

ASPIRE €10.2m / €7.2m ERDF with 12 partners will target the obese and overweight unemployed population across the FCE zone, using food production as a way to increase awareness and engagement, reduce weight, increase self-esteem and improve employability via new skills and work experience.

AiBle €4.2m / €2.9m ERDF with 9 partners an upper limb rehabilitation exoskeleton robot based on artificial intelligence and cloud computing, will use new technology to rapidly improve the rehabilitation of stroke survivors, reducing average treatment period for patients by 10% and by 20% the time resource amongst caregivers. It is estimated to save £480m in taxpayer money and contribute £6m to the local economy in jobs and growth.

C-CARE (NCC as a partner) €6.7m / €6.7m ERDF with 7 partners: Covid-19 has affected every area of life in the FCE area and the project aims to address issues where the impacts have been the greatest. C-CARE is a ground-breaking partnership of four English and three French organisations, who have developed a unique and ambitious package of targeted support in response to some of the biggest socio-economic impacts of the Covid-19 Pandemic.

Experience (NCC as Lead Partner) €24.5m / €16.9m ERDF with 14 partners: Experiential tourism is a growing travel trend based on regional uniqueness (Treksoft 2017). The FCE region is not popular with experiential travellers despite abundant potential. Current offer does not target the off-season or meet modern expectations, limiting competitiveness in the global tourism market. The aim of the project EXPERIENCE is thus to extend the tourism season (October-March) attracting 11 million additional new visitors to the FCE region by project end..

PACCo €27.2m / €18.8m ERDF with 6 partners will restore 100 hectares of coastal wetland at two pilot sites; the Otter Estuary in Devon (UK) and Saane Valley in Normandy (France). The restoration of this land will enable better management of flooding, absorb carbon, and provide benefits for people and wildlife.

PPP €14.1m / €9.7m ERDF with 14 partners will develop and use a conceptual catchment model to gather data on the amount and likely sources of plastic pollution in 7 pilot sites including: Brest Harbour, Douarnenez Bay, Bay of Veys, Medway, Tamar, Great Ouse and Poole Harbour.

TIGER €48.4m / €32.8m with 18 partners will drive the growth of Tidal Stream Energy in France and in the UK and accelerate the deployment of Tidal Stream Energy in the FCE region, with significant economic benefits for coastal communities. It addresses the need to reenergise the stalled Tidal Stream Energy sector in France and in the UK. The project will build cross-border partnerships to develop new technologies, test and demonstrate them at a number of locations in and around the Channel region and use the learning from this development to make a stronger, cost-effective case for Tidal Stream Energy as part of the FR/UK energy mix.

All projects can be found on the FCE website: [Funded Projects | Interreg \(channelmanche.com\)](https://channelmanche.com)

Project awards

Awards for our projects

Project	Year	Award	Category	Prize
COBBAUGE	10/19	Regiostar	Connecting Green, Blue & Grey	Winner
COO-L FOOD	10/20	Regiostar	Circular Economy for a Green Europe	Winner
MARINEFF	09/21	CIRIA Biodiversity Challenge Awards	Habitat Creation	Winner
INCREASE VS	11/21	UK Housing Awards for Innovator	Innovator of the Year	Winner
COBBAUGE	2022	Uni of Plymouth Awards	Sustainability Prize	Winner
FLOWER (Kairos)	05/22	JEC Innovation Awards	Design, Furniture & Home	Winner
FLOWER (Howa-Tramico)	05/22	JEC Innovation Awards	Automotive & Road Surface	Nominated
TIGER	05/22	ADEPT	Delivering Green Growth	Highly Commended
INCREASE VS	05/22	ADEPT	Sharing Places for People	Highly Commended
TIGER	06/22	SEAENERGY Awards	R&D Award – Best Poster	Winner
TIGER	06/22	SEAENERGY Awards	Special Award	Winner
COBBAUGE	09/22	RISE (Research, Innovation, Sustainability & Enterprise)	Field & Laboratory Research	Winner
COBBAUGE	02/23	LABC Building Excellence	Best Commercial Sustainable Construction	Winner
PPP	05/23	Queen Mary University London Research and Innovation Awards 2023	Excellent Interdisciplinary Research Project	Winner

EC Reporting

The programme is subject to EC regulations and as such undertake a number of activities and reports to the EC throughout the year e.g.

- Annual Assurance package comprising of
 - Accounts
 - Annual Control Report of Audit findings (systems and project beneficiaries)

- Management Summary
- Management Declaration
- Annual Implementation Report (Performance Framework)
- Reporting on spend
- Annual event
- Evaluations
- State Aid reporting

Both the internal FCE board and the Programme Monitoring Committee are kept informed and have sight of the reports.

Staffing

Across the four functions within NCC, a significant number of staff have been employed since the start of the programme in 2014.

The current resources are;

- Managing Authority with 1.2 FTE and G&D Director fulfilling the role of Head of MA
- Joint Secretariat with 20.8 FTE and the JS Programme Manager reporting to the G&D Director
- Certifying Authority with 2.1 FTE and the Head of the CA reporting to Head of Strategic Finance
- Audit Authority with 1.9 FTE and the Head of the Audit Authority being the Assistant Director of Finance (Audit) and the Chief Internal Auditor

The staffing across all four functions has shown the competency, capability and capacity to manage a long-term €300m programme, abiding by EU regulations and overcoming significant challenges to ensure the programme is being delivered to contract. Managing and supporting project Lead Partners over a period of time to process claims as well as to ensure workpackages, deliverables and activities are delivered to realise outcomes, outputs and results.

Communications

There are EC regulations requiring adherence regarding communications, as such and as part of the Joint Secretariat, there is a two person communications team ensuring adherence at programme level as well as supporting individual projects.

FCE website: www.channelmanche.com

Twitter: twitter.com/channel_Manche

LinkedIn: <https://www.linkedin.com/company/interreg-va-france-channel-england>

Stakeholder Management

With the complexity of the programme and the number of internal and external stakeholders, the following meetings take place throughout the year e.g.

- Programme Monitoring Committee: two formal meetings a year with ad-hoc options of written procedures or meetings as required
- Internal FCE Board: four formal meetings (up to end of 2022 twice a year)
- MA / JS monthly catch ups with UK National Authority
- MA / JS monthly catch ups with FR National Authority
- ETC Partnership Board 3 to 4 meetings per year comprising of the Devolved Administrations (Scotland, Wales and Northern Ireland), DLUHC (Department for Levelling Up, Housing and Communities) and DBT (Department of Business and Trade)

1. Other Implications

Legal Implications: None

Human Rights Implications: None

Equality Impact Assessment (EqIA): None

Data Protection Impact Assessments (DPIA): None

Health and Safety implications: None

Sustainability implications: None

Any Other Implications: None

2. Risk Implications / Assessment

Risk registers are in place and reviewed regularly by the Governing bodies. Programme Monitoring Committee and internal NCC Board

3. Action Required

The Select Committee is asked to:

1. Comment on and note the programme update

Officer Contact

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

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