



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

Date: **Tuesday 26 November 2013**  
Time: **2.00 pm**  
Venue: **Edwards Room, County Hall, Norwich**

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

### **Membership**

#### **Mr B Spratt (Chairman)**

|                              |              |
|------------------------------|--------------|
| Mr T Adams                   | Ms A Kemp    |
| Mr M Baker                   | Mr J Law     |
| Mr A Boswell (Vice-Chairman) | Mr B Long    |
| Mr B Bremner                 | Mr J Perkins |
| Mr R Coke                    | Mr N Shaw    |
| Mrs M Dewsbury               | Mr J Ward    |
| Mr T East                    | Mr A White   |
| Mr P Hacon                   | Mr M Wilby   |

### **Non Voting Cabinet Member**

Mr D Harrison, Cabinet Member for Environment, Transport, Development & Waste  
Mr G Nobbs, Leader with Special Responsibility for Economic Development

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

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

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

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

**2 Minutes of the meeting held on 26 September 2013**

(Page **5**)

To confirm the minutes of the Environment Transport and Development Overview & Scrutiny Panel meeting held on 26 September 2013.

**3 Members to Declare any Interests**

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

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

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

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

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

If that is the case then you must declare 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**

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

Please submit your question(s) to the person named on the front of this agenda by **5pm on Thursday 21 November 2013**. For guidance on submitting public questions, please refer to the Council Constitution Appendix 10, Council Procedure Rules or [Norfolk County Council - Overview and Scrutiny Panel Public Question Time and How to attend Meetings](#)

**6 Local Member Issues/Member Questions**

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

Please submit your question(s) to the person named on the front of this agenda by **5pm on Thursday 21 November 2013**

- 7 Forward Work Programme: Scrutiny** (Page **13**)  
To review and develop the programme for scrutiny.
- 8 Provision of Temporary Traffic Signs for Special Events** (Page **22**)  
Report by the Interim Director of ETD
- 9 Environment, Transport and Development Department Integrated Performance and Finance Monitoring Report 2013/14** (Page **35**)  
Report by the Interim Director of ETD.
- 10 Service and Financial Planning 2014/17** (Page **75**)  
Report by the Interim Director of ETD.
- 11 Apprenticeships Norfolk – one year on** (Page **90**)  
Report by the Interim Director of ETD.
- 12 Great Yarmouth Borough Surface Water Management Plan** (Page **100**)  
Report by the Interim Director of ETD.

**Group Meetings**

|                        |             |
|------------------------|-------------|
| Conservative Group     | Colman Room |
| UKIP                   | Room 504    |
| Labour Group           | Room 513    |
| Liberal Democrat Group | Room 530    |

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

Date Agenda Published: Monday 18 November 2013



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

**Minutes of the Meeting held on Thursday 26 September 2013 at  
2.00pm in the Edwards Room, County Hall.**

**Present:**

Mr B Spratt (Chairman)

|                              |              |
|------------------------------|--------------|
| Mr T Adams                   | Mr J Law     |
| Mr S Agnew                   | Mr B Long    |
| Dr A Boswell (Vice Chairman) | Mr J Perkins |
| Mr B Bremner                 | Mr N Shaw    |
| Ms E Corlett                 | Mr J Ward    |
| Mrs M Dewsbury               | Mr A White   |
| Mr T East                    | Mr M Wilby   |

Also present:

Dr M Strong

### **1 Apologies**

Apologies were received from Mr R Coke (Mr S Agnew substituted); Mr M Baker, Ms A Kemp (Ms E Corlett substituted), Mr D Harrison Cabinet Member and Mr G Nobbs Cabinet Member.

### **2 Minutes of the meeting held on 23 July 2013**

- 2.1 The minutes of the meeting held on 23 July 2013 were agreed as an accurate record and signed by the Chairman.
- 2.2 The Panel noted the comments made by Mr White regarding the condition of the Fen Roads and the request for providing special funding for maintenance of these roads.

### **3 Declarations of Interest**

There were no declarations of interest.

### **4 Items of Urgent Business**

There were no items of urgent business.

## 5 Public Question Time

No public questions were received.

## 6 Local Member Issues/Member Questions

No local member questions/issues were received.

## 7 Forward Work Programme: Scrutiny

7.1 The annexed report (7) by the Director of Environment, Transport and Development was received by the Panel. The report set out the forward work programme for scrutiny.

7.2 During the presentation of the report, the following points were noted:

- A meeting of the ETD Scrutiny Leads had been held on 19 August when a discussion had taken place regarding the forward work programme.
- The Chairman gave an update on the progress of the Snettisham Access Signs Working Group, informing the Panel that the Group had met on the 26 September and had agreed to hold a final meeting in November with key stakeholders, including the Police, with the aim of agreeing a unified sign. It was hoped that the recommendations from the meeting would be available for the Panel to consider at its November meeting.
- One member from each political group would form a working group to consider the impacts of Fracking. The working group would hold a meeting where the terms of reference would be drawn up and brought back to the Panel for discussion at its November meeting. The following members would form the working group:

Chairman: Andrew Boswell  
Tony White Bert Bremner  
Tim East Michael Baker

It was expected that the working group would bring its report and final recommendations back to the Panel within six months.

- The Leader of the Council, Mr Nobbs, had formally requested that the Panel consider adding 'signs on the highway' to the forward work programme, particularly those signs which were advertising businesses and events and the quantity of such signs. The Panel requested that the Scrutiny Group Leads consider this issue at their next meeting and bring their recommendation to the Panel.

7.3 **RESOLVED** to note the report.

## **8 ETD Integrated performance and Finance Monitoring Report 2013/14**

8.1 The Panel received the annexed report (8) by the Director of Environment, Transport and Development, updating the Panel on the year end position for ETD, together with an update on key projects where they were available. The Panel noted that the department forecast outturn was on target and there were currently no concerns or issues to report.

8.2 The following points were noted during questions from the Panel:

- The £21k spend on RAF Coltishall referred to in paragraph 3.8 of the report, was made up as follows:
  - £14k NPS fees for redevelopment costs and acquisition costs
  - £4k Alan R Cross & Son invoice for street light repairs
  - £3k Freedom Group of Companies invoice for HV maintenance (electrical works).
- Members highlighted that they wished to see the savings achieved through the Highways reprocurement, reinvested in the Highways service. The Director said that the savings formed part of the departmental savings required to close the overall funding shortfall for the authority but that members would have the opportunity to consider this at the November Panel meeting. The Panel would also have the opportunity to raise their concerns over the level of investment in road maintenance (including Fen roads and haunching programme) when the capital programme report was presented to Panel in January 2014.
- Officers were asked to present future reports (shown at paragraph 5.12 of the report) relating to the Public Transport Accessibility to Market Towns and Key Employment Locations from Rural Areas map, to include more detailed information as to how rural villages in Norfolk and market towns were served by public transport.
- Early indications from the 2012/13 waste data flow statistics showed that a significant number of Local Authorities had seen a small rise in the amount of household waste processed.
- In terms of the cost of scheme development, Members' noted the importance of ascertaining views and engaging stakeholders in future consultation schemes and suggested using libraries and websites to publish the public notices as one possible way of saving money.
- Mr Hammond, Minister for Roads had visited Norfolk on 16 September 2013 and had indicated that the A47 was seen as a Government priority for allocation of funds from the significant increase in funding for trunk roads announced in the Government spending review rising to £3.7 billion in 2020/2021. It was anticipated that the funding from the Government for the A47 would become clearer towards the end of 2014 and the Panel would be kept informed of any developments.

- The upgrading of street lights to make them more energy efficient was the responsibility of the Parish Councils and therefore the carbon reduction benefits were not recorded within the report statistics.
- The reduction in spend per FTE (full-time employee) was a result of a reduction in the number of premises being used/occupied by the County Council and the associated costs of running those premises rather than a reduction in staffing numbers. A full list of all County Council premises and their uses was regularly reported to Corporate Resources Overview and Scrutiny Panel (CROSP) and monitored by the CROSP Asset Management Group. Further information could be obtained by contacting the Chairman of CROSP (Cliff Jordan).
- It was not possible to ascertain how many planning applications and minerals and waste applications would be determined by the Planning (Regulatory) Committee which made it difficult to forecast performance.

### 8.3 **RESOLVED to**

- note the progress made against ETDs service plan actions, risks and budget.
- Note the contents of the Economic Intelligence Report.

## 9 **Norwich Area Transportation Strategy (NATS) Implementation Plan**

- 9.1 The Panel received the annexed report (9) by the Director of Environment, Transport and Development setting out the range of transport measures, together with their general intended phasing, for delivery over the short to medium term. The Panel were asked to make any comments on the updated plan and recommended its adoption by Cabinet.
- 9.2 The Principal Infrastructure and Economic Growth Planner introduced the report and informed the Panel that the consultation on the NDR had been extended to allow statutory consultees adequate time to respond. It was hoped that construction of the NDR would commence in spring 2015 with the road being opened to traffic in 2017.
- 9.3 The points below were noted following questions from the Panel:
- The extension to the consultation until mid-October was to allow landowners and specific consultees sufficient time to respond and had been extended to this group of consultees only.
  - The total grant of £86.5m from Government made up the funding for the Northern Distributor Road (NDR), with Norfolk County Council meeting the rest of the costs, a significant element of which would be funded by Partners and the Community Infrastructure Levy (CIL).
  - Mr Adams proposed, seconded by Mr White that a start-date for work to



commence on the Northern Distributor Route be agreed as 1 April 2015 or before. With 13 votes for, 1 vote against and 1 abstention, the motion was **CARRIED**.

9.4 The following points were noted during questions on the Norwich Area Transportation Strategy (NATS) Implementation Plan report.

- The report showed good progress was being made on the delivery of the plan and had been updated to take account of the delivery of some of the schemes within the report. Cabinet would receive the report at its meeting in November 2013.
- It was anticipated that funding for the Long Stratton Bypass may be obtained from future developments and allocations from the Community Infrastructure Levy.
- The city centre plan schemes, particularly the pedestrianisation of Westlegate, would not stop people accessing the city centre. It was anticipated that it would stop through-traffic, particularly from the railway station to the Chapelfield roundabout. All existing car parks would remain as accessible as they currently were. As future schemes were developed there would be further opportunities for members to discuss the city centre plan.
- The latest information on air quality management areas in the city showed the emissions had reduced slightly following the introduction of the gyratory system in St Augustines Street, although it had risen slightly in 2012. It was too early to assess the long-term impact in that area.
- It was hoped to introduce an updated 'cycle and ride' scheme using the smart card technology on the park and ride buses as the previous system had been withdrawn following its abuse by some users.
- The traffic calming scheme at West End Costessey and The Street Costessey had been withdrawn and should be deleted from the report appendix showing delivered schemes.
- Members were reminded that the Capital Programme would be presented to the Panel at its meeting in January 2014 when the Panel would be invited to recommend how they wished funds to be allocated.

9.5 **RESOLVED** to recommend the adoption of the updated Norwich Area Transportation Strategy (NATS) Implementation Plan to Cabinet.

## **10 Review of Norfolk Speed Management Strategy**

10.1 The Panel received the annexed report (10) by the Director of Environment, Transport and Development informing Members about the new Department for Transport guidance issued earlier this year for the setting of local speed limits. The new guidance had resulted in a review of current County Council

practice in setting speed limits and the speed management measures used to support these.

10.2 During the discussion, the following points were noted:

- Detailed analysis of the number of cycling incidents outside schools had not indicated that school children made up the statistics in this category. Cycling incidents tended to occur within 30 mph zones and at junctions, particularly when cyclists were moving from the carriageway to an off-road position. The Joint Casualty Reduction Partnership (JCRP) regularly reviewed statistics about Killed and Seriously Injured (KSI) on Norfolk's roads and also monitored the targets for all road casualties. The Team Manager Network Management (Analysis & Safety) agreed to provide Members with further information about the JCRP and casualty statistics. Members were informed that the statistics within this category indicated that the profile of casualties tended to be mainly adult males.
- Cycle training offered by Norfolk County Council was delivered to a nationally agreed standard. The Panel at its meeting in September 2011 had reviewed all the work done on casualty reduction and the report was still a good reference point for the work carried out. The Highways Network Manager would be happy to let members have any additional information they requested. A copy of the report received by the Panel in 2011 can be found by clicking on the link below:  
[http://www.norfolk.gov.uk/Council\\_and\\_democracy/Your\\_Council/Committees/Committees\\_Archive/index.htm?SS\\_Year=2011&SS\\_PaperType=0&SS\\_Committee=Environment Transport and Development Overview and Scrutiny Panel&vNextRow=21#nccMainPageContent](http://www.norfolk.gov.uk/Council_and_democracy/Your_Council/Committees/Committees_Archive/index.htm?SS_Year=2011&SS_PaperType=0&SS_Committee=Environment%20Transport%20and%20Development%20Overview%20and%20Scrutiny%20Panel&vNextRow=21#nccMainPageContent)
- It would not be reasonable to expect developers to contribute the full costs of providing traffic calming measures when they applied for planning permission at their proposed housing development sites.
- The Highways Network Manager would try to ascertain how many compensation claims had been made relating to damage caused to vehicles by speed ramps, humps and cushions. The report to members to include how many claims had been successful, including the amount of any compensation paid. The benefits of traffic calming measures which were quoted within the report had been ascertained from a Norfolk County Council viewpoint.
- The Norfolk Speed Management strategy covered all roads across Norfolk, including urban and rural roads. As the national speed limit was set nationally, it would not be possible to reduce this. There was also a need to ensure that Norfolk County Council did not end up with significant sign clutter from erecting extra signs on the highway due to the significant costs in the maintenance of any extra signs erected.
- The Police were responsible for the enforcement of speed limits, as well as incidents where drivers were stopped for not driving safely.

- Erecting speed limit signs at each end of a village had been considered and work was being done to look at the approaches to villages and what signage would be required. Members noted that drivers did not necessarily take notice of signs, they tended to be more aware of the environment they were driving into. One successful way of reducing the speed of traffic was planting trees at strategic intervals along each side of the highway. As the distance between the trees decreased, it gave the indication that a vehicle was moving quicker which in turn led to drivers slowing down.
- All 20mph zones were self-enforcing. There was no criminal offence in exceeding 20mph speed limits hence the schemes being placed in approved locations which would encourage self-enforcement.
- Funding to provide 20mph restrictions for five schools in 2013-14 at a cost of £50,000 had been approved, the details of which could be found in appendix C of the report.
- The term “those” which was referred to in paragraph 2.4 of the report was based on feedback that had been received from people attending speed awareness courses.

10.3 **RESOLVED** to agree the recommendations as set out in Section 2 and Appendix A of the report.

## 11 Better Broadband for Norfolk

11.1 The Panel received the annexed report (11) by the Director of Environment, Transport and Development providing an update on Better Broadband for Norfolk. Karen O’Kane, Programme Director ETD gave a presentation (Appendix B).

11.2 The following points were noted in response to questions from the Panel:

- Work was currently being undertaken at the BT laboratories in Martlesham to investigate alternative technologies that might be used for premises where fibre solutions were not possible. It was expected that alternative technologies would be ready for use by 2015.
- The regular six monthly report to Panel would include any excess profit which was ‘claw back’ from BT for properties connected to the new broadband infrastructure that exceeded the expected 20% which was stated in the business case.
- The Norfolk plan was well established and resources were in place to ensure that the project was delivered to the contractual obligations and to timescale.
- A dedicated team member within Environment, Transport and Development department was responsible for planning the road closures associated with

the broadband installation works. Three months was the usual notice period required in advance of a road closure.

11.3 **RESOLVED** to note the:

- activities described within section 2 of the report.
- Government's recent Spending Review which allocated a further £250m to achieve 95% superfast broadband coverage across the UK by the end of 2017, described in section 3 of this report.

## 12 **1<sup>st</sup> Annual Review of the Equality Assessment of ETD Services.**

12.1 The Panel received a report by the Director of Environment, Transport and Development, setting out the findings of the first annual review of the equality assessment of ETD services and would provide the suggested focus for the next year. The Panel would continue to receive regular updates within the ETD Performance Report.

12.2 Following a question about an equality issue and problems experienced by some people when using stiles across public footpaths, it was noted that stiles that had been in situ for more than 20 years could not be removed. The Business Support and Development Manager confirmed that work was being done with the Rights of Way team regarding stiles and the removal of these when opportunities arose, although more could be done if adequate funds could be made available.

12.6 **RESOLVED** to note the findings of the annual assessment, including the area of focus for the 2013/14 improvement plan and to continue to monitor progress against improvement plan actions in the ETD performance dashboard.

(The meeting closed at 4.20 pm)

**Chairman**



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## **Forward Work Programme: Scrutiny**

Report by the Director of Environment, Transport and Development

### **Summary**

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

### **Action required**

Members are asked to:

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

## **1. The Programme**

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

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

i) High profile – as identified by:

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

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

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

(iii) Quality – for instance, is it:

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

(iv) It is a Corporate Priority

- 1.3 Members are also asked to consider and agree the proposed terms of reference for scrutiny of the Council's position on hydraulic fracturing ('fracking') at Appendix B and revised terms of reference for continued scrutiny of Mobile Phones and Digital Radio at Appendix C.

## 2. Section 17 – Crime and Disorder Act

- 2.1. The crime and disorder implications of the various scrutiny topics will be considered when the scrutiny takes place.

## 3. Equality Impact Assessment

- 3.1. This report is not directly relevant to equality, in that it is not making proposals that will have a direct impact on equality of access or outcomes for diverse groups.

### Action Required

The Overview and Scrutiny Panel is asked to:

- (i) consider the attached Outline Programme (Appendix A) and agree the scrutiny topics listed and reporting dates;
- (ii) consider new topics for inclusion on the scrutiny programme in line with the criteria at para 1.2;
- (iii) consider and agree the proposed terms of reference at Appendices B and C.

### Officer Contact

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

| Name          | Telephone Number | Email address                                                                  |
|---------------|------------------|--------------------------------------------------------------------------------|
| Keith Cogdell | 01603 222785     | <a href="mailto:keith.cogdell@norfolk.gov.uk">keith.cogdell@norfolk.gov.uk</a> |



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## Outline Programme for Scrutiny

Standing Item for the Environment, Transport and Development O & S Panel: Update for 26 November 2013

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

Scrutiny is normally a two-stage process:

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

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

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

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

### **Changes to Programme from that previously submitted to the Panel on 26 September 2013**

#### **Added**

- None.

#### **Deleted**

- None.

| Topic                                                                            | Outline Objective                                                                                                                                                                                           | Cabinet Portfolio Area | Stage 1 (scoping report)                                     | Stage 2 (report back to Panel by Working Group) | Requested by                                                                               | Comment                                                                |
|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|--------------------------------------------------------------|-------------------------------------------------|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| <b>Scrutiny Items – Active</b>                                                   |                                                                                                                                                                                                             |                        |                                                              |                                                 |                                                                                            |                                                                        |
| 1. Mobile Phone coverage for rural and urban areas in Norfolk, and digital radio | To review provision of effective mobile phone coverage for rural and urban areas in Norfolk.                                                                                                                | Economic Development   |                                                              | Various                                         | 1 September 2009 (by a Scrutiny Task & Finish Group set up by the former ED&CS O&S Panel). | Revised terms of reference to be agreed by the Panel – see Appendix C. |
| 2. Snettisham Access signs                                                       | To achieve an agreed, unified view of the signs issue between the key responsible authorities in order to give the police a firm line to prevent further escalation in acts of criminal damage or violence. | Environment and Waste  | Councillor Call for Action submitted to Panel by Cllr Dobson |                                                 | Councillor Call for Action submitted to Panel by Cllr Dobson – October 2012 meeting.       | Panel to receive verbal update from the Chairman.                      |

*Continued.../*



| <b>Topic</b>                                                                                           | <b>Outline Objective</b>                                                                                                                                                                                                                         | <b>Cabinet Portfolio Area</b>                     | <b>Stage 1 (scoping report)</b> | <b>Stage 2 (report back to Panel by Working Group)</b> | <b>Requested by</b>                                                | <b>Comment</b>                                                              |
|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|---------------------------------|--------------------------------------------------------|--------------------------------------------------------------------|-----------------------------------------------------------------------------|
| 3. Fracking                                                                                            | To establish the Council's position on 'fracking' with particular reference to: its potential impact on Norfolk's environment and the county's wider contribution to carbon emissions and; its possible implications for local planning policy." | Environment and Waste Planning and Transportation |                                 |                                                        | County Council, following a motion at the 14 January 2013 meeting. | Terms of reference to be agreed by the Panel – see Appendix B.              |
| 4. Broadband coverage for rural and urban areas in Norfolk                                             | To review broadband coverage for rural and urban areas in Norfolk (following implementation of the Broadband for Norfolk project).                                                                                                               | Economic Development                              | TBC                             | TBC                                                    | 14 September 2011 O&S Panel                                        | Panel receives six-monthly progress reports. Next report due in March 2014. |
| 5. The feasibility of supporting local businesses through changes to the current business rates regime | To improve understanding of the impacts that the current business rates regime has on local businesses and be better placed to decide whether any local action to mitigate these impacts would be appropriate.                                   | Economic Development                              | Agreed 23.7.13                  | TBC                                                    | 23 July 2013 O&S Panel                                             | On agenda for the Panel's meeting on 14 January 2014.                       |

## Norfolk County Council

## Environment, Transport and Development Overview &amp; Scrutiny Panel

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| <p><b>Terms of reference for scrutiny of</b><br/>The Council's position on hydraulic fracturing ('fracking')</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p><b>Scrutiny by</b><br/>A Member Working Group</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>Membership of Working Group</b><br/>           Beverly Spratt - Conservative<br/>           Bert Bremner - Labour<br/>           Tim East - Liberal Democrat<br/>           Michael Baker - UKIP<br/>           Andrew Boswell - Green</p> <p><b>Scrutiny and Officer Support</b><br/>           Keith Cogdell - Scrutiny Support Manager<br/>           Nick Johnson - Planning Services Manager<br/>           Other officers, as needed</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>Reasons for scrutiny</b><br/>Motion carried at full Council on 14 January 2013 to set up a cross party working group to establish the Council's position on this issue.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p><b>Purpose and objectives of scrutiny</b><br/>To establish the Council's position on fracking with particular reference to: its potential impact on Norfolk's environment and the county's wider contribution to carbon emissions; and its possible implications for local planning policy.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>Issues and questions to be addressed</b></p> <ul style="list-style-type: none"> <li>• The likelihood of applications being made for shale gas exploration or extraction in Norfolk.</li> <li>• The main arguments for and against fracking (including national political party policies), and the evidence base behind these.</li> <li>• Implications for the County Council as a minerals planning authority, including offshore exploration.</li> <li>• The planning process and local guidance etc.</li> <li>• Current governance arrangements and Member involvement.</li> <li>• The latest Government guidance on planning applications and its implications for the County Council and the Norfolk Minerals and Waste Plan.</li> <li>• Any other implications for Norfolk and its residents.</li> <li>• Should the County Council have a policy that specifically addresses this issue? If so, what should be the tenets that underpin such a policy?</li> </ul> |

Norfolk County Council

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

**Planned outcome**

To enable Members of the working group to make informed recommendations to the ETD Overview & Scrutiny Panel, Cabinet and full Council, as appropriate.

**Deadlines and timetable** – Report to full Panel in May 2014.

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

Environment, Transport and Development Overview & Scrutiny Panel

**Date:** 26 November 2013

## Norfolk County Council

## Environment, Transport &amp; Development Overview &amp; Scrutiny Panel

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| <p><b>Terms of reference for scrutiny of</b><br/>Mobile Phone coverage for rural and urban areas in Norfolk and digital radio</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>Scrutiny by</b><br/>A Member Working Group</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p><b>Membership of Working Group</b><br/>           Andrew Boswell - Green<br/>           Bert Bremner - Labour<br/>           Tom FitzPatrick - Conservative<br/>           Jim Perkins - UKIP<br/>           Dr Marie Strong - Liberal Democrat</p> <p><b>Other Members receiving copies of papers</b><br/>           David Harrison - Cabinet Member for ETD and Waste</p> <p><b>Scrutiny and Officer Support</b><br/>           Keith Cogdell - Scrutiny Support Manager<br/>           Karen O'Kane - Programme Director, Better Broadband for Norfolk<br/>           Other officers, as needed</p>                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><b>Reasons for scrutiny</b><br/>           It is noted by members that there is a lack of effective Mobile Phone coverage in Norfolk and councillors are being lobbied by their residents to improve the situation. This is in the context of increasing use, and reliability, of digital media by Norfolk residents and businesses. This scrutiny will provide the opportunity for a group of Members to look at this issue in some depth, and report back to the Overview and Scrutiny Panel.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p><b>Purpose and objectives of scrutiny</b></p> <p>Mobile Phones:</p> <ul style="list-style-type: none"> <li>To enhance Member oversight of the Government's Mobile Infrastructure Project and ensure all Members are kept informed of the project and understand the issues for Norfolk.</li> <li>To provide reports to the Overview and Scrutiny Panel at appropriate intervals.</li> <li>To provide a channel of communication between Members and officers and help manage wider expectations around improvements in coverage.</li> </ul> <p>Digital Radio:</p> <ul style="list-style-type: none"> <li>To ensure that Members are aware of the Government's plans for the switchover to digital radio and their implications for Norfolk County Council, and that the Council is fully prepared to deal with these.</li> </ul> <p>Broadband:</p> <ul style="list-style-type: none"> <li>To provide enhanced Member oversight of the Better Broadband for Norfolk project.</li> </ul> |

## Norfolk County Council

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

#### Issues and questions to be addressed

- Progress of the Mobile Infrastructure Project against its objectives and proposed timescales.
- The County Council's involvement in related initiatives such as implementing the Norfolk Rural Development Strategy and the New Anglia Local Enterprise Partnership.
- The role of the Council in improving public awareness, including opportunities for individuals and communities to contribute to improving mobile performance.
- Implications for the digital radio switchover for the Council.

#### Planned outcomes

- Improved awareness and communication between Members and officers.
- Enhanced Member involvement.
- Improved public awareness and expectations.

#### Deadlines and timetable

- Timetable to be determined by the duration of the projects involved.
- Reports to Overview and Scrutiny Panel to update on progress, as considered appropriate by the working group.

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

- Original ToR agreed by the former Economic Development & Cultural Services Overview & Scrutiny Panel – March 2010
- Updated ToR reported to ETD Overview and Scrutiny Panel – March 2011
- Proposed updates to ToR reported to ETD Overview and Scrutiny Panel (to remove Broadband and add digital TV switchover) – September 2011
- Minor amendments to ToR by Member Working Group – October 2012
- Updated ToR agreed by ETD Overview and Scrutiny Panel – November 2013

## **Provision of Temporary Traffic Signs for Special Events**

Report by the Interim Director of Environment, Transport and  
Development

### **Summary**

The County Council approach to the provision of temporary traffic signs within the highway for special events, e.g. horse racing or competitions, exhibitions, and fetes etc, was agreed by the Strategic Planning and Transportation Committee on 18 January 2000. Events invariably attract visitors, some of which may not be familiar with the local area, and it is considered reasonable to justify temporary signing to assist people in getting to the venue using the most appropriate local route. Organisers apply to the County Council for permission to erect such temporary signing. This report sets out the current criteria used by the Council to vet such applications, the national guidance issued by the Department of Transport (which advocates that local authorities should adopt their own guidance taking into account local road conditions) and a summary of the concerns that have been expressed about the inflexibility of the Councils current approach. Changes to the current Council guidance are proposed which will allow officers greater flexibility but still within clear parameters for consistency countywide.

### **Action Required**

Panel is asked to consider the contents of this report, including the guidance issued by the Department of Transport, and advise on the suitability of the current guidance and the proposed changes that will be used to assess applications for temporary traffic signs for special events.

## **1. Background**

- 1.1. The County Council approach to the provision of temporary traffic signs within the highway for special events, e.g. horse racing or competitions, exhibitions, and fetes etc, was agreed by the Strategic Planning and Transportation Committee on 18 January 2000.
- 1.2. The Council, in general, does not allow signing in the highway for the advertisement of 'commercial' events. Exceptions to this general policy are advertising on roundabouts and the control and use of 'A Boards', which are both dealt with under separate County Council policy.
- 1.3. Events invariably attract visitors, some of which may not be familiar with the local area, and it is considered reasonable to justify temporary signing to assist people in getting to the venue using the most appropriate local route. There are procedures in place where organisers of events, under the guidance of Highways staff that deal directly with event organiser or for the larger events as part of the guidance offered via the Safety Advisors Groups that exist at District and Borough Council level, use the AA and RAC (or similar approved organisations that are considered to have the expertise to work within the highway) to design, erect and remove temporary

signing. Any such organisation erecting signs within the highway must have public liability indemnity insurance cover for a minimum of £5 million. Organisers apply to the County Council for permission to erect such temporary signing.

- 1.4. The criteria used to assess proposals are set out in Appendix 1. The Department of Transport has issued guidance on these types of signs. The most recent was released in October 2011 and is attached as Appendix 2.
- 1.5. Given the Council has officers spread around the county dealing with these applications in their 'patch' additional operation guidance was issued to all the staff involved on 3 July 2012 to address some inconsistencies that were arising as approved schemes were departing more and more from the Council's policy. The guidance issued to staff was that:-
  - I. We do not allow the use of signing to advertise events.
  - II. Events should be advertised using external bodies/media and therefore should not require the name of the event (if they are advertised the location of the event should suffice).
  - III. There may be some benefit to allowing signing in the immediate vicinity (using rules above) to direct traffic turning into/approaching the entrance to an event, but rule above re dates/names still apply.
  - IV. All signing used must conform to Norfolk County Councils policy which and the DfT guidance on Temp Signing for Events.
  - V. In some instances there may be larger events that may require signing in order to minimise pressure on the network and effectively direct traffic on route, but these should be in appropriate positions and not duplicate directional signing that may be permanently in place and again there should be no need for sponsor names or dates.
  - VI. There may be instances when due to a lack of more local signing (i.e a lack of signs to a named village) it may be deemed, with local knowledge, that there might be an advantage to some directional signing at the appropriate turn, but again this should conform as above.
- 1.6. It is recommended that venues which are used regularly throughout the year, e.g. the Royal Norfolk Showground, should have their own permanent local Direction Signs/Brown Tourist Sign Schemes. Direction signs to establishments (black lettering on white signs) and Tourists signs (white lettering on brown signs) are covered under separate County Council policy.
- 1.7. Temporary signing for local charitable events is permitted without fee or charge.
- 1.8. Permission to erect such advertisement signs off the highway is governed by Planning Legislation and is the remit of the District Authorities.
2. **Issues**
  - 2.1. The Council (including staff acting within the Norwich Highway Agency arrangements) vetted 145 applications in 2012. Very few applications are rejected

outright. The majority of applications are approved as submitted. A few require amendment before they are deemed acceptable.

- 2.2. The most common reasons why applications require amendment is either that event organisers want to place more signs in the highway than are considered necessary for directing traffic (often in cases along the North Norfolk coastal area in excess of the maximum five mile distance criteria), or the legend / lettering on the proposed signs is too detailed.
- 2.3. Cases where officers reject a proposal often result in local Councillors and Members of Parliament being lobbied by event organisers. Staff that deal with these applications are subject to pressure by event organisers to be more flexible. It is however important that, whilst officers dealing with these applications have authority to exercise flexibility to take account of the varying road conditions that exist across the county, they exercise their judgement in a consistent manner countywide. An extract from recent correspondence with an event organiser that describes some of the issues raised by the operation of the Council's current policy in the North Norfolk coastal area is attached as Appendix 3.

### 3. **Proposal**

- 3.1. Taking into account current practice which incorporates the national guidance the following amendments are suggested to the current policy (as set out in Appendix 1).
- 3.2. Criteria A

The stipulation that under no circumstances signing should exceed beyond 5 miles is relaxed. There are currently examples where given the nature of the road network that exists or the need to inform travellers well in advance of a particular junction to encourage people to take the most appropriate route that signing extends beyond the 5 mile limit.

Propose replace the sentence "Under no circumstances will signing extend beyond five miles" with "Normally signing will not extend beyond five miles."

Also add the following sentence at the end of the paragraph "The A149 is designated a Seasonal Tourist Route in Norfolk's Route Hierarchy. Temporary signing for large events be assessed to direct traffic along appropriate routes from the A148 outside of the main tourist period June, July and August."

#### 3.3. Criteria B

Broaden the type of signs permitted to also include white lettering on blue backgrounds to reflect the use of RAC signage.

#### 3.4. New Criteria G

The definition of large event is any event expected to attract more than 500 people. Commercial (non-charitable) events expected to attract less than 500 people shall not normally be permitted to erect temporary traffic signs, unless there is an overriding benefit in network management terms due to the likely nature of type of traffic that may arise (e.g. vehicles towing caravans, horse boxes or trailers).

### 4. **Resource Implications**

- 4.1. **Finance** : Event organisers fund the cost of providing and removing the temporary signs. It is considered that the use of signs to special events should have a nil cost



to the County Council. The Council has sought to charge £150 per event to assess applications. However under existing legislation the AA and the RAC are currently exempt from the above charge. It is considered that this exemption is inequitable. The Council has previously asked Government to remove the exception and / or create a nationally agreed charge. To date the exception has not been lifted nor has any nationally agreed charging regime been introduced. The Council's £150 fee is not currently levied on local charitable events.

## 5. **Other Implications**

- 5.1. **Health and Safety Implications** : Highway safety is a paramount consideration in the assessment of temporary signs and no signs are approved that would undue harm to road users.
- 5.2. **Environmental Implications** : The Council seeks to avoid unnecessary sign proliferation and clutter. The Highways service through its maintenance activities and when delivering improvement signs removes redundant and unnecessary signs. Any relaxation of the existing temporary traffic signs for special events policy will result in additional signs being erected (albeit on a temporary basis). Throughout the last few years whenever any rejection of the proposed signing is made the impacted organiser refers to other events that appeared have a more relaxed policy applied. Although the reasons for allowing more signs for a particular event are given there is always a dispute and this then provokes people erecting un-approved (illegal) signs which create a burden on the Highway service to remove.
- 5.3. **Any other implications** : Officers have considered all the implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to take into account.

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

- 6.1. The nature of the Council's policy needs to strike a careful balance to encourage compliance and avoid event organisers erecting illegal unauthorised signs that may through their design distract drivers or be placed in a manner so as to block visibility.

## **Action Required**

- (i) Panel is asked to consider the contents of this report, including the guidance issued by the Department of Transport, and advise on the suitability of the current guidance and the proposed changes that will be used to assess applications for temporary traffic signs for special events.

## **Background Papers**

## Officer Contact

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

| <b>Name</b> | <b>Telephone Number</b> | <b>Email address</b>       |
|-------------|-------------------------|----------------------------|
| Tim Edmunds | 01603 224435            | tim.edmunds@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 and ask for Tim Edmunds or textphone 0344 800 8011 and we will do our best to help.

## Appendix 1

- A. Events will be normally signed from the nearest Class A or B road or two junctions away from the venue which ever is appropriate. Under no circumstances will signing extend beyond five miles. However, the size and location of the event will on many occasions define the distance and location at which signs will be placed. Consequently, all such parameters will be considered on a scheme specific basis.
- B. The number of words on a sign will be kept to a minimum so as to ensure that the dimensions of the temporary signs shall be limited to 900mm x 300mm or an equivalent area and will have a yellow background with black borders and legend. Signs to local events will have white backgrounds with black borders. The legend should generally only include the name of the event, the date and a direction arrow. All signs must have the name of the organisation responsible for their erection shown on the reverse side. All such signs must be securely attached to an approved standard of post.
- C. In accordance with County Council signing practice minimum X-height values will be used on temporary signs.
- D. All signs will be located such that they do not obscure or obstruct the visibility of drivers at junctions, roundabout, on bends or impede the passage of pedestrians or other road users.
- E. In general, signs may not be erected more than 48 hours in advance of the event and must be removed no later than 24 hours after it. For local events signing may not be erected more than five days in advance of the event.
- F. Signs not considered to meet the required criteria will be removed if considered necessary.

**Traffic Advisory Leaflet 04/11**  
October 2011



## Temporary Traffic Signs for Special Events



### SUMMARY

Temporary traffic signs may be erected for a limited period to guide traffic going to special events, such as major sporting events, shows or other public gatherings that are expected to attract large volumes of traffic. This leaflet gives advice on the circumstances in which these signs may be used, their design, construction and mounting.

The advice in this leaflet supersedes that in the Department of Transport Network Management Advisory Leaflet, "PROVISION OF TEMPORARY TRAFFIC SIGNS TO SPECIAL EVENTS", dated May 1993, which is hereby withdrawn.

### INTRODUCTION

Temporary traffic signs to special events can be provided to assist road safety and reduce congestion by giving clear directions to road users seeking the best route to an event.

Regulation 53 of the Traffic Signs Regulations and General Directions 2002<sup>1</sup> (TSRGD) provides for temporary signs to be erected to guide traffic to sporting events, exhibitions or other public gatherings which are expected to attract a considerable volume of traffic.

Fixed signs must be one of the following: black on white; black on yellow; white on blue or blue on white. Under direction 38 of TSRGD<sup>1</sup> they may only be displayed for the duration of the event, and not longer than 6 months without the approval of the Secretary of State.

They are usually erected by road user organisations with the consent of the traffic authority. For safety reasons, it is seldom appropriate for private individuals to erect signs on public roads.

Whilst this leaflet contains advice on the design and use of fixed signs, regulation 53 of TSRGD<sup>1</sup> also permits the use of light-emitting variable message signs (VMS) for this purpose.

The restrictions and requirements relating to sign content and erection that apply to fixed signs must be applied to VMS. In particular, the guidance in respect of letter sizes is of great importance; the height of upper case letters is 1.4 times the recommended x-height.

On motorway and all-purpose trunk roads in England, reference should be made to the Highways Agency's policy document<sup>2</sup> for additional requirements and guidance.

### **CODE OF PRACTICE FOR THE ERECTION OF TEMPORARY SIGNS FOR SPECIAL EVENTS**

Temporary signs should be provided only for events expected to attract a considerable volume of traffic from outside the local area and where there is adequate parking. They should not be used on routes where there are already permanent local direction or tourist signs to the site, although for some major events it might be desirable to indicate other routes to assist traffic management. Where the route to a special event differs from the signed route to a location, temporary signs of the type shown below might be helpful. Signs should not normally be erected more than 48 hours before an event and should not be retained after it has ended.



The signs must comply with the provisions of TSRGD<sup>1</sup> (currently regulation 53 of the 2002 Regulations) and must give clear information about the route to be followed. Under no circumstances should telephone numbers, internet addresses or other contact details be displayed on temporary traffic signs for special events.

Names of event sponsors should not be included unless similar events in the same area at the same time make such identification necessary for traffic management purposes. Dates and times should not normally be included since the signs are not intended to advertise an event, but are for people who know about it and need guidance to the site. Such information may however be included if the traffic authority considers it would be helpful to other road users to have advance information about likely congestion. If included, the text should conform to the requirements of TSRGD<sup>1</sup> as set out in Chapter 7 of the Traffic Signs Manual<sup>3</sup>. The number of words on a sign should **always** be kept to the absolute minimum - the longer the message, the longer drivers take to read it, and the longer their attention is diverted from the road.

Signing proposals should be put to the appropriate traffic authority in time for them to be given proper consideration and for the police to be consulted where necessary. This should normally be a minimum of 4 weeks before the event. Proposals should include information about the nature of the event, the expected number of visitors and the provisions for parking.

The distance from which signs should be provided and the number of routes to be indicated depends on the nature of the event and the volume of traffic anticipated, but once signing has commenced, continuity must be provided along the route. Signing for up to 5 miles or from the nearest A or B road should usually be adequate. More extensive signing might be appropriate for events which are expected to attract very large numbers of visitors (e.g. major air shows) but it is very rarely appropriate for events to be signed from motorways.

The traffic authority is the final arbiter of the signing appropriate for any event and may remove or re-site any signs which have not

been approved, at the expense of the body which erected them.

Traffic authorities are encouraged to develop their own policies for the provision of temporary signing for special events, having due regard for local conditions. While adherence to the requirements of TSRGD<sup>1</sup> is mandatory, local policies should address matters such as attendance numbers and extent of signing.

Organisations erecting temporary traffic signs on the highway must take all necessary measures to avoid obstructing traffic and also to ensure they do not cause additional danger to the public or others working on the highway, as specified in Chapter 8 of the Traffic Signs Manual<sup>4</sup> and the Code of Practice "Safety at Street Works and Road Works"<sup>5</sup>. They are responsible for the cost of making good any damage to street furniture and statutory undertakers' equipment resulting from the erection of the signs and must have adequate public liability insurance cover. They will be required to indemnify the traffic authority against any claim arising out of an accident alleged to have been caused by the inadequacy of a temporary sign whether in siting, visibility, insecure mounting or other cause.

## DESIGN OF SIGNS

In order to ensure adequate legibility, it is essential that temporary traffic signs are designed to the same standards as permanent signs. A badly designed sign constitutes a hazard because a driver's attention might be diverted from the driving task for an unnecessarily long time. The design rules contained in Chapter 7 of the Traffic Signs Manual<sup>3</sup> should therefore be observed. These include the size, positioning and orientation of arrows relative to the size and content of text.

The colours and design of temporary signs are prescribed in TSRGD<sup>1</sup> (currently regulation 53 of the 2002 Regulations). The signs must be either rectangular or rectangular with a pointed end. Table 1 sets out the combinations of colours and alphabets that are currently permitted for signs to special events. Black on yellow should be used on motorways.

| Letter Colour | Background Colour | Alphabet         |
|---------------|-------------------|------------------|
| Black         | Yellow            | Transport Heavy  |
| Black         | White             | Transport Heavy  |
| Blue          | White             | Transport Heavy  |
| White         | Blue              | Transport Medium |

Table 1: Permitted design of signs.

The colours should be as specified in BS EN 12899-1:2007<sup>6</sup> and in accordance with the recommendations of the National Annex thereto. Fluorescent materials are not permitted. The back of signs must be grey, black or in a non-reflective metallic finish.

The signs may include wording, numerals, arrows or chevrons and any appropriate symbol taken from any diagram in any Schedule to TSRGD<sup>1</sup>. The Transport alphabets prescribed in TSRGD<sup>1</sup> (Schedule 13) for traffic signs, which use upper and lower case lettering, should be used as these are designed for optimum legibility.

They may also accommodate any crest, badge or other emblem of a traffic authority, police authority or an organisation representative of road users. However, the inclusion of such devices, which must be incorporated into the sign face in accordance with the design rules set out in Chapter 7 of the Traffic Signs Manual<sup>3</sup>, will inevitably lead to larger signs. As an alternative, direction 42 of TSRGD<sup>1</sup> permits information about the ownership of a sign to be indicated on the back of a sign in characters not exceeding 25 millimetres in height where they are shown in a contrasting colour, or in characters not exceeding 50 millimetres in height where they are embossed in the same colour.

The size of a sign will be dictated by the size of lettering required to enable the legend to be read from vehicles travelling at the prevailing traffic speed. Letter size is usually expressed in terms of "x-height", defined as the height of the lower case letter "x" in millimetres. The layout and/or lettering must not be compressed or otherwise distorted as this will adversely affect legibility. All text on a sign must have the same x-height.

Signs placed in advance of a road junction or entrance to an event venue (known as advance direction signs or ADSs) shall be rectangular signs comprising text describing the destination and a horizontal or angled arrow indicating the direction to be taken at the junction or entrance. Exceptionally, an ADS may incorporate the U-turn symbol shown in diagram 2111.1 in the TSRGD<sup>1</sup>.



*Example of an advance direction sign (ADS).*

Direction signs (or DSs) shall be placed to indicate the point at which drivers should turn into a road or entrance. DSs consist of a rectangular sign with a pointed end and are commonly known as flag-type signs. They are generally placed opposite the turning, but may be placed in the entrance itself, facing traffic. They must **never** be placed in advance of the turning.



*Example of a direction sign (DS).*

ADSs are required to be read at normal traffic speeds. The x-height will depend on those speeds and also on the amount of information on the sign. The x-height on a DS can generally be lower because it is assumed that drivers will have reduced their speed to some extent in anticipation of making a turning manoeuvre. However, if no advance direction sign is provided, the x-height on a direction sign should not be reduced.

Recommended x-heights for ADSs and DSs are given in Table 2.

## POSITIONING OF SIGNS

Temporary signing must not obstruct sightlines at side roads or roundabouts, nor obscure a road user's view of other signs and signals. Care should be taken to avoid adding to already complex sign assemblies as only a limited amount of information can be read from moving vehicles. Advance direction signs must be sufficiently far from a junction for road users to read and react to the message. Signs should be placed where they are not obscured by foliage, street furniture or other signs. Appropriate siting and visibility distances are given in Table 2.

Road users are accustomed to signs being on the left hand side and such positioning should be the general practice. However, siting on the right will sometimes be dictated by road geometry, e.g. where a clear view of the sign cannot be obtained on the left. Direction signs, which are placed either opposite or in an entrance or turning, will be on the right for traffic approaching in one direction.

The edge of a sign nearest to the carriageway should be at least 450mm from the edge of the carriageway, and at least 600mm where there is a severe crossfall. On high speed dual carriageway roads the clearance should be at least 1200mm, and where there is a hardened verge the nearest edge of the sign should be not less than 600mm behind the edge of the hardening.

Where signs are mounted above or project over footways or areas readily accessible to pedestrians, the lower edge of the sign must not be less than 2100mm from the ground. This should be increased to 2300mm over cycle tracks or shared-use facilities. Where a sign is mounted above a verge, the mounting height should be between 900mm and 1500mm above the highest point of the adjacent carriageway, but special care must be taken not to obstruct sightlines e.g. for vehicles emerging from side roads. The safety of horse riders using the verge should also be considered.

To prevent specular reflection, which can dazzle drivers, signs should be angled to face slightly away from the beam direction of headlights from approaching vehicles within 200m of the sign. This is equally important whether or not the sign in question is itself required to be read at night. An included angle of 95 degrees between the

plane of the sign and the direction of travel will generally be adequate.

## MOUNTING OF SIGNS

As most temporary signs are required for only a few days, they will usually be mounted on existing posts. Care should be taken to ensure that this does not result in a mounting height lower than that recommended. Most lighting columns are not designed to carry signs and temporary signs should not be attached to columns without the express permission of the traffic authority.

Temporary signs should never be fixed to posts which already support any of the following signs:

- STOP
- GIVE WAY
- "no entry"
- speed limit (other than repeater signs)
- traffic signals

Using posts which carry regulatory signs or triangular warning signs should be avoided where there is risk of confusing drivers or distracting their attention. Temporary signs that include dates and/or times should not be co-located with existing traffic signs.

Temporary signs must not obscure any part of another sign fixed to the same post. The overall appearance must be tidy and professional in appearance. The fixings must attach the sign securely to its support and must not damage the protective coating of any posts. They should be adequate to prevent rotation or slippage. Where a special post has to be provided, it should not project above the top of the sign.

Care must be taken when using temporary supports to ensure that they are adequate to resist traffic and wind buffeting.

## CONSTRUCTION AND MATERIALS

The signs should be of robust construction, but the materials used need not be as durable as those used for permanent signs. Sign faces should be reflectorised when they are required to be read during the hours of darkness, in which case they should comply with the National Annex to BS EN 12899-1:2007<sup>4</sup>.

The practice of re-using temporary signs can lead to damage or residue build-up which can, with time, affect legibility. Care should be taken to ensure that this does not happen to an excessive degree.

Where posts are specially provided they must not be rusty or otherwise unsightly and must remain serviceable for the expected life of the sign. When erecting them, care must be taken to avoid damage to statutory undertakers' equipment and the ground surface must be reinstated to its former condition when the temporary sign is removed.

## REFERENCES

1. The Traffic Signs Regulations and General Directions 2002.  
<http://www.legislation.gov.uk/ukxi/2002/3113/made>
2. Highways Agency Variable Signs and Signals (VSS) Policy: Special Events.  
<http://www.highways.gov.uk/knowledge/334.aspx>
3. Traffic Signs Manual Chapter 7 - The Design of Traffic Signs. 2003.  
<http://www.dft.gov.uk/publications/traffic-signs-manual>
4. Traffic Signs Manual Chapter 8 - Traffic Safety Measures and Signs for Road Works and Temporary Situations. 2009.  
<http://www.dft.gov.uk/publications/traffic-signs-manual>
5. Code of Practice "Safety at Street Works and Road Works". 2001.  
<http://www.dft.gov.uk/publications/street-works-safety>
6. BS EN 12899-1:2007 Fixed, vertical road traffic signs. <http://shop.bsigroup.com/>

NOTE: It is important to ensure that these documents have not been superseded.

The DfT sponsors a wide range of research into traffic management issues. The results published in Traffic Advisory Leaflets (TAL) are applicable to England, Wales and Scotland. Attention is drawn to variations in statutory provisions or administrative practices between the countries. Within England, enquiries should be made to: Traffic Division, Department for Transport, 3/26 Great Minster House, 33 Horseferry Road, London, SW1P 4DR. Telephone 020 7944 2594. E-mail: [TAL@dft.gsi.gov.uk](mailto:TAL@dft.gsi.gov.uk)

To join the TAL mailing list, send an e-mail with the word "subscribe" in the subject line to [TAL@dft.gsi.gov.uk](mailto:TAL@dft.gsi.gov.uk)



**Table 2: TEMPORARY TRAFFIC SIGNS FOR SPECIAL EVENTS - LETTER SIZES AND SITING DISTANCES**

|                                       |                                                        | Advance Direction Signs            |                                                         |                                                 | Direction Signs<br>(see note 1)    |                                                 |
|---------------------------------------|--------------------------------------------------------|------------------------------------|---------------------------------------------------------|-------------------------------------------------|------------------------------------|-------------------------------------------------|
| 1                                     | 2                                                      | 3                                  | 4                                                       | 5                                               | 6                                  | 7                                               |
| 85%ile approach speed of private cars | Examples of typical roads                              | x-height<br>(see note 2)<br><br>mm | Distance of sign from junction<br>(see note 3)<br><br>m | Min. clear visibility distance of sign<br><br>m | x-height<br>(see note 2)<br><br>mm | Min. clear visibility distance of sign<br><br>m |
| Up to 20mph                           | Very narrow                                            | Not normally needed                |                                                         |                                                 | 60<br>(50)                         | 30                                              |
| 21 to 30mph                           | Urban and rural roads of local character               | 100<br>(75)                        | 45-60                                                   | 60                                              | 75<br>(60)                         | 45                                              |
| 31 to 40mph                           | Urban dual carriageway and rural single two-lane roads | 125<br>(100)                       | 50-90                                                   | 75                                              | 100<br>(75)                        | 60                                              |
| 41 to 50mph                           | High standard rural single carriageway roads           | 150<br>(125)                       | 70-150                                                  | 105                                             | 125<br>(100)                       | 75                                              |
| 51 to 60mph                           | Dual carriageway and wide single carriageway roads     | 200<br>(150)                       | 100-225                                                 | 135                                             | 150<br>(125)                       | 105                                             |
| 61 to 70mph                           | High speed all-purpose dual carriageway roads          | 250<br>(200)                       | 225-325                                                 | 180                                             | 200<br>(150)                       | 135                                             |
| 70mph                                 | Motorways<br>(see note 4)                              | 300<br>(250)                       |                                                         |                                                 |                                    |                                                 |

**NOTES**

- Where there is no advance direction sign, letter size and siting for direction signs should be in accordance with columns 3 and 5.
- Temporary signs are frequently co-located with existing signs. Where this occurs, the temporary sign should have the same x-height as the main sign, or that shown in columns 3 and 6 of the Table, whichever is larger. Where free-standing temporary signs are provided, either in the absence of permanent signs or separated from them by at least the lower distance shown in column 4, the alternative x-height shown in brackets may be used. Signs containing more than 4 words should always use the unbracketed x-height.
- Temporary advance direction signs should generally be placed at the distance from the junction shown in column 4. Where there are permanent signs at a junction, it might be appropriate to mount the temporary signs at the same location. Otherwise, temporary signs to special events should be separated from other signs by at least the lower distance in column 4. Special siting considerations apply at motorways and high-speed all-purpose dual carriageway roads. The traffic authority will determine the appropriate sign locations.
- Consent is very rarely given to the provision of temporary signing on motorways. Where it is permitted as an exceptional traffic management measure for a major event, erection of signs should be as specified by the traffic authority. Temporary signs with an x-height greater than 250mm require authorisation.

### 1. Dates on signs

Highways refused permission for there to be dates on the signs. The lack of dates meant visitors were arriving on Thursday, Friday and Sunday when the event was not happening.

### 2. Definition of event sizes

Norfolk County Council have no clear definition of what constitutes a large event, yet the officers have defined some events as large events to allow extensive signing, e.g. the Burnham Market horse trials. In actual fact, despite including the word International in the name of that event, 3,000 visitors attended, compared to 10,000 who attended last years Deepdale Christmas Market which was not judged to be a 'large event'.

### 3. Local conditions

Clearly there are a lot of differences between different areas of Norfolk. Docking for instance is more than 6 miles from Burnham Deepdale, yet no signing is allowed more than 5 miles from the Burnham Deepdale. Also the nearest main traffic artery for the North Norfolk Coast is far more than 5 miles from Burnham Deepdale, being the A148. Our immediate road the A149 isn't seen as a major artery.

For a City like Norwich or for any of our major towns, the 5 mile radius for signage makes sense, as the major artery can clearly be reached within that distance.

### 4. Existing signage

The amount of signage already in existence for a particular venue location should influence the number of AA signs required for an event.

Burnham Deepdale, the village is barely signed from anywhere, almost only the actual village signs say Burnham Deepdale, all other signs are to Burnham Market or Brancaster. Burnham Deepdale also doesn't appear on many road maps and only appears on Google and other online maps when you zoom in very close to the right area. Clearly if an event is being held somewhere where there are few road signs in existence, then AA signage is vital.

I'm more than certain that many other villages in Norfolk will have similar issues. To someone who doesn't know, finding your way from Fakenham to Burnham Deepdale would be almost impossible, particularly trying to find the right road from Fakenham and then the joys of Burnham Market.

### 5. Seasonality

Norfolk County Council's economic development policy is clearly supportive of the tourism industry and particularly of out of season economic activity. Therefore any signage policy needs to reflect support for out of season events and allow for more signage for those events.

## Environment, Transport and Development Department Integrated Performance and Finance Monitoring Report 2013/14

Report by Director of Environment, Transport and Development

### Summary

The information included within this report is mainly based upon Q2 2013/14 for Environment, Transport and Development (ETD), along with an updated position on key projects where available. Any significant changes to the performance information between publishing this paper and presenting to Panel will be updated verbally. An update of progress made against the 2013/14 service plan actions, is included on an exception basis. The report is structured around the ETD dashboard (Appendix A to this report). Also included is a definition 'guide' to the indicators (Appendix E to this report).

- **Revenue Budget:** The Revenue budget of £116.750m is forecast to outturn on budget and is rated Green. More detail is contained in Appendix B to this report.
- **Capital Budget:** The Highways programme for 2013/14 has been revised to £51.305m and is currently forecast to deliver on budget. The Environment and Waste programme for 2013/14 is £7.857m and is forecast to be delivered on budget. The Economic Development programme for 2013/14 is £8.096m and is forecast to be delivered on budget
- **Service plan actions:** Activity in this report relates to the 2013/14 service plans which were agreed by Panel on the 13 March 2013. Some activity within service plans is now coming to a close. Future service planning is currently underway in the form of consultation on budget proposals as part of Putting People First. Updates to the ETD service plans show that from the 68 remaining actions, 1 was showing as Red 'off target', 7 were showing as Blue 'slightly off target' and 60 actions were Green 'on target'.
- **Dashboard:** The dashboard for ETD which forms the basis of this report is attached as Appendix A. The dashboard includes all measures of departmental significance as agreed by the management team and Panel members. Further detail as to why is included within the main body of this report and Appendix E contains definitions for all measures within the dashboard.
- **Economic Intelligence Report:** Appendix F is a report detailing economic intelligence information for Norfolk for the quarter 2 of 2013/14.
- **Risks:** Appendix G contains information on risks relevant to ETD and the services it delivers. At the time of reporting there were three risks deemed as having corporate significance relevant to ETD, one less than previously reported. At the time of reporting all three risks were rated as "Amber – some concerns".

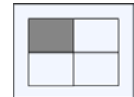
### Action Required:

Members are asked to:-

- Comment on the progress against ETD's service plan actions, risks and budget and consider whether any aspects should be identified for further scrutiny.
- Consider and comment on the contents of the Economic Intelligence Report

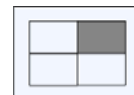
## 1 Background

- 1.1 This report updates the ETD performance dashboard for Overview and Scrutiny Panel based mainly upon August / September 2013 information. The dashboard acts as an overview of departmental performance, identifying progress against four themes, Delivering Norfolk Forward, Managing our Resources, Outcomes for Norfolk People and Service Performance.
- 1.2 The purpose of this report is to alert Members to areas of concern and highlight areas of improvement within the ETD dashboard including an update on the financial position against the budget.



## 2 Delivering Norfolk Forward

- 2.1 The overall rating for the ETD transformation and efficiency programme remains Green showing that the department is largely on track to achieve improvements and savings.
- 2.2 Work is currently underway across NCC to develop a single change programme. This will bring together all the activities currently underway, the proposals being taken forward and other planned activity, under a single prioritised 'Norfolk Putting People First' programme with refreshed governance arrangements and tracking and reporting processes to deliver strategic priorities.



## 3 Managing our Resources

- 3.1 The 2013/14 sickness absence target for NCC is 6.81 days per FTE (a reduction of 0.25 days per FTE on the 2012/13 target). The departmental target for ETD is 5.5 days per FTE (Full Time Equivalent). The target has been kept the same as 2012/13 in recognition that the end of year position (5.8 days) didn't quite reach the target, although it was over a day less than the overall NCC target of 6.6 days per FTE.
- 3.2 The table below shows quarterly sickness figures comparing Q1 and Q2 last year to this year. This shows that although sickness levels in Q1 were less than in 2012/13 the level has increased for ETD in Q2.

|                         | Q1<br>12/13 | Q1<br>13/14 |  | Q2<br>12/13 | Q2<br>13/14 |
|-------------------------|-------------|-------------|--|-------------|-------------|
| NCC (including Schools) | 1.72        | 1.70        |  | 1.31        | 1.19        |
|                         |             |             |  |             |             |
| ETD                     | 1.43        | 1.15        |  | 1.34        | 1.48        |

- 3.3 Although early in the year, the projected sickness figure for ETD at the end of August 2013 is 5.7 days per FTE.

### Reducing energy consumption

- 3.4 The target for reducing the Council's operational carbon footprint is 25% by 2014/2015, based on the 2008/2009 baseline (94,632 tonnes). This means that as an organisation we need to reduce the amount of carbon dioxide we emit by 23,658 tonnes by 2014/2015. ETD's contribution to the overall NCC target means that the department wants to reduce the amount of carbon emitted by the buildings it occupies by 197 tonnes from the 2008/2009 baseline by the end of 2013/2014.

- 3.5 The rolling 12 month figure up until September 2013 shows that overall performance for buildings occupied by ETD has continued to improve. Between October 2012, and September 2013 figures show that the department is using around 0.06% less energy compared to September 2012 to August 2013. Although this figure relates only to buildings fitted with automated meter readings (AMRs), (it excludes transport and street lighting impacts) it does provide a good overall indication for performance.
- 3.6 Prior to 2012/13, we had not made any significant savings against street lighting, even though it is a significant portion of the overall footprint. Investment in lighting improvements and the 'dimming' 'trimming' and part night lighting programme are starting to show some improvement. Between October 2012, and September 2013 figures show that streetlighting and traffic signals were using around 0.36% less energy compared to September 2012 to August 2013.

## **Risk Management**

- 3.7 The ETD departmental risk register reflects those key business risks that need to be managed at the Departmental Management team level, affecting service delivery which falls under the department's responsibility. If not managed appropriately, these risks could result in services failing to achieve one or more key objectives and/or suffering a financial loss or reputational damage. The risk register is a dynamic document that is regularly reviewed and updated in accordance with the Council's "Well Managed Risk – Management of Risk Framework".
- 3.8 A copy of the departmental risk register, is attached (appendix G), the current risks are those identified against the departmental objectives for 2013/14. The register currently contains fifteen risks; three risks have a corporate significance and therefore appear on the Corporate Risk Register. These are risks that are so significant that they would impact on corporate/strategic objectives, or are beyond the scope of individual departments to manage. This register is reviewed regularly by Chief Officers Group and reported to each Audit Committee meeting.
- 3.9 The three risks of corporate significance relevant to this Panel are:
- Failure to deliver the Willows Power and Recycling Centre.
  - Failure to implement Norwich Northern Distributor Route (NDR) and the Postwick Hub junction improvement
  - Incident at key NCC premises or adjacent causing loss of access or service disruption. This risk relates to the potential loss of access to one of the key buildings within the county that would prevent or severely disrupt service delivery. An important area of mitigation for this risk is the work being undertaken by the Resilience Team with departments around work area recovery and Business Continuity planning. In addition, a specific risk has been added to the Corporate risk register relating to loss of access to County Hall during the current maintenance works with specific areas of mitigation relevant to those works.
- 3.10 At the time of reporting all three of the corporate level risks were rated as "Amber – some concerns".
- 3.11 The following is an extract of risks deemed as departmentally significant that are currently showing negative performance. These are risks that are significant issues for the department, which are monitored on a monthly basis by the departmental management team.

- **Failure to divert waste from landfill** - has had the prospect of meeting the target score by the target date changed from Green to Amber. This is because based upon current projected figures for the amount of waste going to landfill (which has increased in the first part of this year) by the end of 2013/14 we will not meet the target. More information on waste management can be found in section 4.9 of this report.
- **Failure by any contractor to provide contracted services for disposal or treatment of waste** - has had the prospect of meeting the target score by the target date changed from Amber to Green. This is because there is increasing confidence in the Recycling Centre service handover, as invest to save finance has been used to buy the on-site equipment from the existing contractor.
- **Failure to deliver long term flood and coastal erosion risk management mitigation measures to areas affected in the long term by local and strategic flood and coastal erosion risk** - has been moved from the Corporate Risk Register to the Departmental Risk Register. The prospect of meeting the target score by the target date changed from Amber to Green as the service review draws to a close and the Local Flood Risk Management Strategy and Surface Water Management Plans are reported as being on target.

## Revenue budget

3.12 The ETD revenue budget of £116.750m is forecast to outturn to budget and is rated Green. More detail is contained in Appendix B to this report.

## Capital programme

3.13 The Highways programme is shown in Appendix C. The programme reflects the Local Transport Plan (LTP) allocation, which is entirely grant funded, and external funding sources, such as developer contribution and additional capital grants.

3.14 The Highways programme for 2013/14 has been revised to £51.305m and is currently forecast to be delivered on budget. The programme will be actively managed throughout the year to aim for full delivery within the allocated budget. Schemes are planned at the start of the year but may be delayed for a variety of reasons e.g. planning consent or public consultation. When it is identified that a scheme may be delayed then other schemes will be planned and progressed to ensure delivery of the programme and the original schemes will be planned to be included at a later date. Over / (under)spends and slippage will be carried forward to 2014/15, details of the programme are in Appendix C.

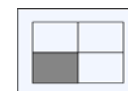
3.15 The Environment and Waste programme for 2013/14 is £7.857m and is forecast to be delivered on budget, details are in Appendix C.

3.16 The Economic Development programme for 2013/14 is £8.096m and is forecast to be delivered on budget, details are in Appendix C.

## Other financial information Reserves and Partnerships

3.17 The balance of reserves as at 31 September is £24.538m, including £9.321m in respect of the Street Lighting PFI, £3.152m relating to Highways maintenance and £9.244m in relation to a statutory reserve for the provision for future maintenance of Closed Landfill sites.

- 3.18 The reserve balances are held for specific purposes and the use of the reserves is constantly reviewed and where possible released to support other areas of service delivery.
- 3.19 Parishes Partnership schemes. Parishes will be able to bid for funding covering up to half the cost of small-scale schemes. As well as the SAM2 mobile vehicle activated signs, bids could include footways and paths, crossing points, signs and other highway-related projects that are a high priority locally
- 3.20 The County Council's "parish partnership" scheme for small highway projects is being repeated, for the third year running. The initiative has proved extremely popular, with 179 bids submitted in 2013/14. Not only does the scheme add value for money, it ensures that money is spent where it will make a real difference to local communities.
- 3.21 Letters inviting bids by 30 January were sent to parish and Town Councils on 9th October. This year, in addition to £150,000 allocated from the County Council's 2014/15 highways capital budget, £50,000 is being made available by the Safety Camera Partnership for SAM2 mobile signs that flash reminders to drivers to watch their speed. Although significantly lower than 2013/14, this funding is similar to that provided in 2012/13. Because funding is lower, we are not inviting bids for low-energy LED streetlighting.

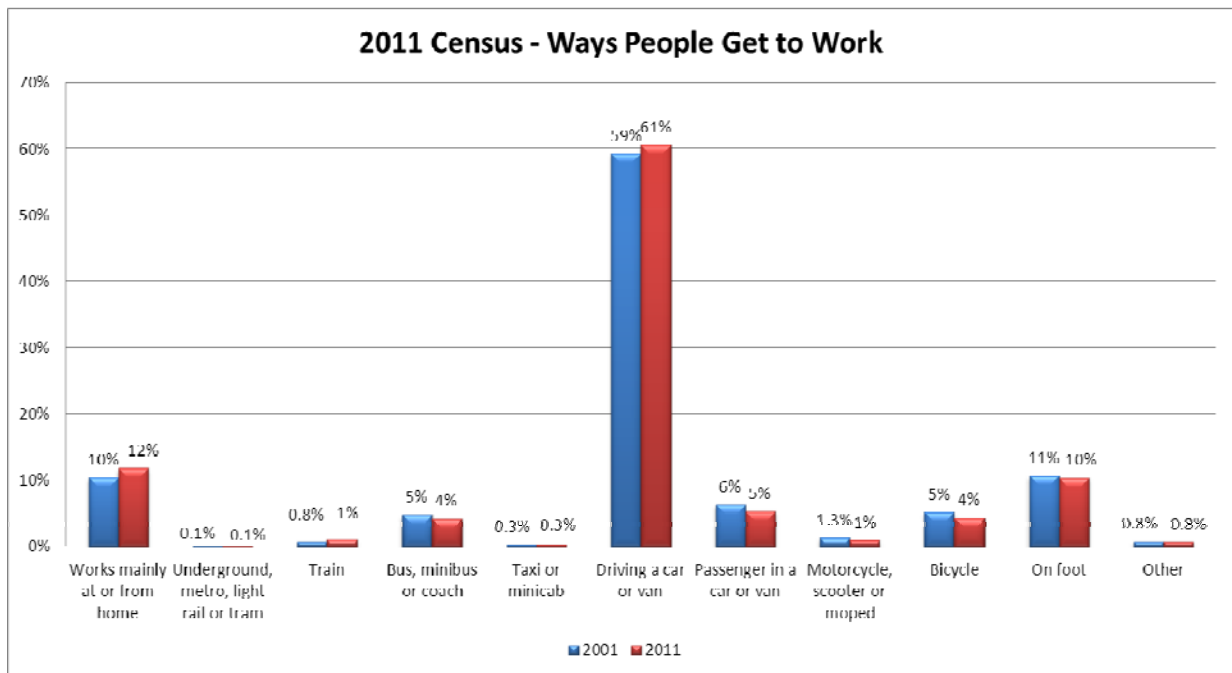


## 4 Service Performance

- 4.1 The measures within this quadrant include a 'cross section' of information that gives an overall view of performance for ETD. They are made up of service specific measures that were agreed by the management team to reflect the key priorities within the department. Within this section of the report we have also included some associated areas of activity from services which contribute towards overall departmental performance and which feature within 2013/14 ETD service plans.

### Highways

- 4.2 Information from the Office for National Statistics (ONS) shows that in rural areas like Norfolk the average distance travelled per person per year (9,764 miles) is around double the distance travelled by London residents (4,687 miles) and residents in Metropolitan built-up areas (5,276 miles).
- 4.3 Data from the 2011 Census provides us with a useful insight into the way that people travel to work across the county and how this has changed between the Census in 2001 and 2011. The graph below shows a comparison between 2001 and 2011 data for the whole of Norfolk as to how they travel to work. The sample of residents surveyed increased overall from 359,000 in 2001 to 397,314 in 2011 (excludes people not in employment).



4.4 Car/van still remains the most popular way to travel with figures actually increasing from 213,129 people in 2001 to 240,906 people in 2011 identifying this as the way they get to work. Information from the ONS shows that in rural areas like Norfolk only 9% of households do not own a car. Information on how road safety is being affected by the economic downturn is shown in section 5 of this report.

4.5 Quarter two figures for 2013/14 have continued to show a reduction in the number of category one defects (certain types of potholes). In April 2013 533 category one defects were identified but in August 2013 this had reduced to 246. The time taken to repair a category one defect has remained fairly consistent at over 96%.

4.6 On 15 October 2013 the contract for Highways professional services was awarded to Mouchel, initially for seven years but with the potential to extend it up to twelve years. The contract which will come in to effect on 1 April 2014 will be worth between £30m and £60m over 12 years (dependent upon the amount of work undertaken). The contract includes the design of a range of highway maintenance and improvement projects for all of Norfolk's roads, working with and alongside the existing in-house design teams. Specialist advice and services will also be provided for other ETD non-highways projects as necessary during the contract period.

4.7 Among key commitments in the deal are:

- Access to a wide pool of specialist resource, including specific industry expertise
- Support for Science, Technology, Engineering & Mathematics (STEM) training in local schools
- An annual apprenticeship/training programme, to provide local opportunities for employment and training in the engineering consultancy
- A strong focus on performance and generating more efficient ways of working to minimise project costs
- Bringing learning from other national contracts and providing a focus on delivering funding opportunities for projects in Norfolk

4.8 The Winter Season officially started on 10 October 2013. All staff have been briefed and our current salt stocks levels are at 100%, approximately 18,000 tonnes stored across the County.



## **Waste**

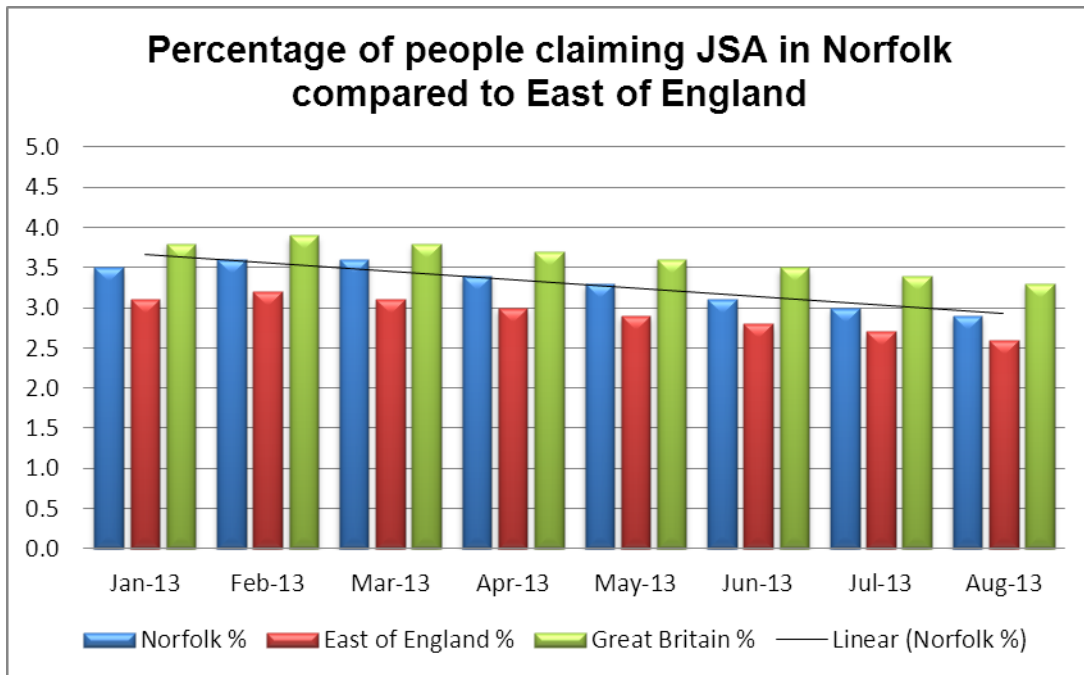
- 4.9 Managing the amount of household waste produced in Norfolk will always be a challenge needing a variety of solutions. As the waste disposal authority we work in collaboration with the District Council, as collection authorities, to explore new and innovative ways to manage waste and reduce the amount that is disposed of through landfill. The County Council is responsible for dealing with around 210,000 tonnes of household waste and commercial waste collected by Norfolk authorities left over after recycling. This is referred to as 'residual' municipal solid waste. Currently this waste is predominately sent to landfill which is getting more expensive due to increasing fees charged by operators and landfill tax.
- 4.10 After years of sustained reductions in the overall amount of waste local authorities in Norfolk have to deal with, the data is now showing an increase. In 2012/13 there was a slight increase in overall local authority collected waste, coinciding with signs of an economic recovery. Q1 of 2013/14 appears to be continuing this with overall waste arisings up approximately 1% on Q1 last year.
- 4.11 As the waste disposal authority, we must deal with the waste that is left over after re-use, recycling and composting, and in Q1 of 2013/14 we had more residual waste to deal with than in Q1 of 2012/13. This is in spite of continuing improvements being made across Norfolk to encourage re-use, recycling and composting. It illustrates the continuing need to ensure infrastructure is in place to deal with the residual waste being produced.

### **Alternative methods for disposal of waste**

- 4.12 On 18 October 2013 Defra notified NCC that due to delays to the project to deliver the Willows Power and Recycling Centre it had decided to remove grant funding (equivalent to £169m over 25 years). The reason given for the withdrawal was failure to secure planning permission by the deadline of 10 June 2013, (Condition 7. of the grant), largely as a result of a decision in August 2012 by the Secretary of State Eric Pickles to call in the planning application for determination by public inquiry.
- 4.13 As a result of the withdrawal of funding a revised project plan was developed, including refreshed contract dates in order to address the delay in securing planning permission. At an extraordinary meeting of the County Council was called on 28 October 2013 to consider whether to accept or reject the revised plan. Members voted to accept the revised project plan and recommend it to Cabinet where it was accepted on 29 October 2013.

## **Employment**

- 4.14 The graph shows the percentage of people claiming jobseekers allowance (JSA) in Norfolk compared to the East of England and Great Britain. Figures between January and August 2013 show that the percentage of people claiming JSA in Norfolk has declined in line with the East of England and Great Britain.



4.15 The overall picture of JSA claimant rates in Norfolk remains consistent, with the majority of areas with claimant rates below the UK average, with the exception of Great Yarmouth and Norwich. The figures below taken from August 2013 show that figures for JSA claimants have dropped when compared to the same period last year.

4.16 Month on month figures between January and August 2013 show over 6,000 fewer people claiming JSA in Norfolk compared to the same period in 2012

## Apprenticeships

4.17 The Highway Maintenance apprenticeship scheme started 9 September 2013. Fast Lane Training Service (FLTS) will be training 10 apprentices and delivering the Level 2 apprenticeship in-house.

4.18 Since 1999, 72 Highways Maintenance apprentices have previously been trained as part of apprenticeship schemes to give young people the skills needed to work in the construction/highways maintenance industry. NCC's training provider, Fast Lane Training Services (FLTS) working in partnership with the College of West Anglia (CWA) provides a package of training and development in order to give apprentices the opportunity to develop their potential career path over two years.

4.19 The apprenticeship framework includes 5 different elements in order to obtain a full Level 2 apprenticeship. Achieving the qualification means that apprentices also need to develop workplace skills that include practical, hands on experience of what it is like to work in the highways maintenance industry. Each apprentice will work with a Mentor who will give them guidance and support as they progress through the course.

## Having the infrastructure to support economic growth

4.20 A fund called 'Connecting Nature' has been set up to help harness private sector developer money to improve green infrastructure. A successful grant application to Natural England of £10,000 will help to enhance green infrastructure in the growth area of Norwich.

4.21 In time, this seed money should be joined by a further £19,500 from a developer within the growth area to compensate for hedgerow loss within their development area. A

further £10,000 may also come into the fund, this time from a developer in the south Norfolk area.

4.22 Connecting Nature replaces the countryside grants scheme and will be administered on Norfolk County Council's behalf by Farm Conservation Ltd (formerly known as FWAG). Any trees and hedgerows planted as a result of the fund will take place on private land, removing County Council responsibility for maintaining them. Farmers, landowners, parish councils and communities can apply to the County Council for funding for local projects. For farmers this will be 70% of the total cost and for parish councils and community groups it may be more.

4.23 On 4<sup>th</sup> October 2013 the Rural Development strategy for Norfolk was launched. The strategy focuses on the long term success of rural Norfolk and how this can be delivered. It was developed with the rural community and its success depends on action by businesses and local communities, with the public sector playing a supportive and enabling role. The ten priority issues (not in any particular order) for rural development in Norfolk are to:

1. Build on strengths in agri-tech, engineering and manufacturing sectors
2. Increase the quality and number of rural jobs
3. Increase the number of rural business start-ups
4. Deliver superfast broadband
5. Improve mobile phone coverage
6. Increase attainment in rural schools
7. Improve links to research and development to drive innovation
8. Increase the rate at which new affordable housing is developed
9. Increase private water storage capacity
10. Increase the area of land in environmental management

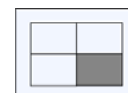
## **Environment**

4.24 The Wensum Way, a 12 mile stretch of trail which stretches from Gressenhall Farm and Workhouse museum to Lenwade, opened in October 2013. The footpath creates a brand new 96-mile long distance trail, making it possible to walk across the width of Norfolk.

4.25 Estimates show that the Norfolk Trails network can be worth £10m a year, which means that the new Wensum Way could generate in the region of £100,000 a year for the local economy as a result of tourism and people spending money with local businesses along the route.

4.26 The Wensum Way passes close to 26 county wildlife sites and four Sites of Special Scientific Interest and the River Wensum is a designated European Special Area of Conservation with over 270 species recorded in the river valley.

4.27 The number of people accessing and downloading national trail information is continuing to increase above our targets. In September 18,545 people accessed information in this way, 3,523 people more than the anticipated target.



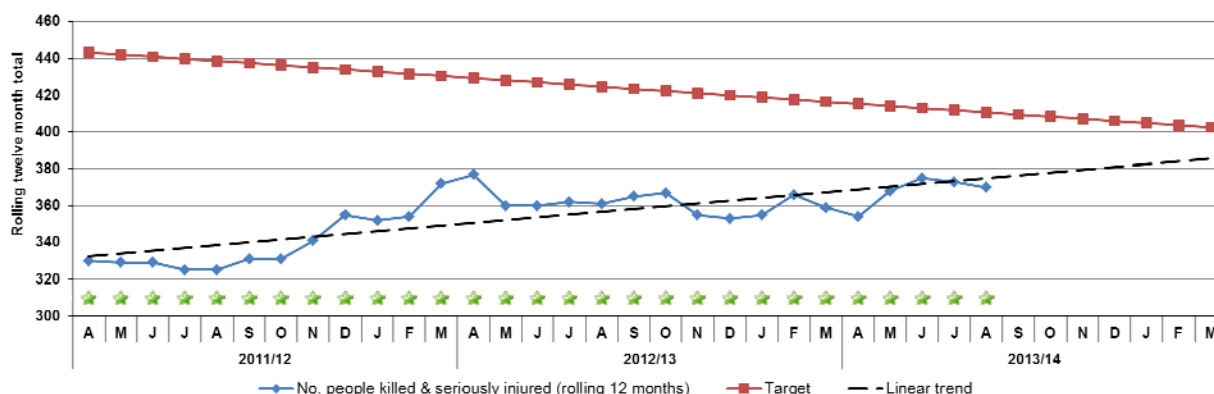
## 5 Outcomes for Norfolk People

### Road Safety

5.1 The long term trend shows a decline in people being killed or seriously injured (KSI) on Norfolk's roads. Figures remain under target in August despite the rolling 12 month total increasing from 354 (April target 415) to 370 (August target 411).

5.2 However, there is growing concern over lack of progress in reducing KSI casualties over the shorter term, since the start of the current monitoring period in January 2011. Previously we have looked at KSI figures against a trend line from the start of the baseline period (2005 – 2009). By looking at it over a shorter term we can see that although overall figures have been reducing this is largely only true prior to January 2011 and since then figures have actually been rising.

5.3 The graph below shows a trendline based upon more recent progress.



5.4 The timing of this increase can in some ways be linked back to the economic downturn. Prior to 2010 the initial impact of the economic downturn on KSI's seems to have been positive, reducing the amount of KSI's on Norfolk's roads as the number of cars on the road reduced and individuals and business has less money to spend on transport in general. However since 2011 the impact of the downturn on road casualties and fatalities has been negative, meaning that numbers have once again started to increase, especially as traffic levels have stabilised. A number of factors seem to be involved in this increase and therefore the exact relationship between the economy and the number of KSI is complex. The following are some of the key factors that we believe may be involved:

- Traffic flow – fell markedly in 2008/2010 and then stabilised. Overall the amount of traffic on Norfolk's roads is still 2% below pre-recession levels and the amount of HGV traffic is 15% lower.
- New car sales – fell strongly in 2008/10 and then stabilised. Numbers have been rising again since Q1 2012 but remain 7% below pre-recession figures. The main impact of this on road safety is the delay in bringing the latest vehicle safety features on to the road. The average age of vehicles on the road in England has increased from 6.9yrs in 2008 to 7.4yrs but for rural areas such as Norfolk the average age will tend to be higher.

- Young drivers (17-20yrs) – there was a 5% fall in the proportion of licence holders among this high risk group between 2008 and 2011. 2012 figures are back to 2008 levels.
- Motorcycles – as a form of transport motorcycling tends to be recreational in nature and therefore subject to economic pressures as individuals concentrate their spending on necessities. National figures show a 13% drop in people using motorcycles since 2008.

- 5.5 Nationally, KSI figures show annual reductions (averaging 7%) over the first 3 years of the recession, followed by a rise of 2% in 2011 and then a fall of 1% in 2012. Regionally the picture is similar, although previous good progress was maintained into 2011 before rising by 2% in 2012.
- 5.6 Norfolk's progress within the current monitoring period is slightly worse than the national and regional picture. At the end of 2010 the number of KSI's in Norfolk were 24% lower than the baseline, compared to 17% in the East of England and 18% in Great Britain as a whole. The latest position shows that Norfolk has slowed down in its progress, only achieving 20% below the baseline, compared to 24% in the East of England and 21% in Great Britain as a whole.
- 5.7 Compared with the family group Norfolk remains ahead of the group average but comparison to the regional and national picture suggests that there is a need to review the current casualty reduction strategy and resourcing. A paper was presented to the Road Casualty Reduction Group on 15 October 2013.

## Planning

- 5.8 Where required, developers pay a contribution towards the cost of improving local infrastructure like schools, libraries, fire hydrants, green infrastructure and community services. Since 2000, Norfolk County Council has entered in to 238 such legal agreements (also known as section 106 agreements) worth over £50 million.
- 5.9 In April 2010 a new way of collecting developer contributions to help fund infrastructure projects was introduced. The Community Infrastructure Levy (CIL) allows local authorities to charge a tariff, at a locally set rate, on many types of new development. The money can then be used to pay for a wide range of additional infrastructure that is required as a result of development. This can include transport schemes, green infrastructure and community facilities. Each of the district councils is the "Charging Authority" for their area and a separate charging schedule has been produced for each district. The Planning Officers Society and DCLG have indicated that amended regulations associated with CIL will be published in Autumn 2013. The amended regulations are likely to exempt CIL payments for discounted market housing and self-build projects which will reduce the amount of money payable for CIL.
- 5.10 The introduction of CIL means that the use of section 106 agreements will decline, only being used under certain circumstances. Norfolk County Council has agreed to stop seeking monitoring fees associated with new section 106 agreements from October 2013.

## Progress against service plans

- 5.11 Activity in this report relates to the 2013/14 service plans which were agreed by Panel on the 13 March 2013. Some activity within service plans is now coming to a close. Service planning is currently underway in the form of consultation on budget proposals as part of Putting People First. Updates to the ETD service plans show that from the 68 remaining actions, 1 was showing as Red 'off target', 7 were showing as Blue 'slightly off target' and 60 actions were Green 'on target'.

5.12 Areas of concern remain the same as previously reported.

### **Update to ETD's Equality Improvement Plan**

5.13 In July 2012 Members, Members agreed to monitor progress against the ETD equality improvement plan, which was developed to help address some of the inequalities identified through the ETD equality assessment endorsed by this Panel in July 2012, and reviewed in September 2013.

5.14 The plan currently contains 21 actions across ETD. Overall the plan has been RAG rated as Green because the majority of the activities in the plan are either on schedule or complete. Note that the improvement plan is in the process of being revised and updated following the discussion at the September meeting at which the Panel endorsed a number of areas of focus for 2013/14, to be reflected in the improvement plan. For more information on the improvement plan please contact Sarah Rhoden, Business Support and Development Manager.

### **6 Resource implications**

6.1 Finance: All financial implications have been outlined in the report.

6.2 Staff: None

6.3 Property: None

6.4 IT: None

### **Other Implications**

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

### **7 Equality Impact Assessment (EqIA)**

7.1 This report provides summary performance information on a wide range of activities monitored by Environment, Transport and Development Overview & Scrutiny Panel. Many of these activities have a potential impact on residents or staff from one or more protected groups. Where this is the case, an equality assessment has been undertaken as part of the project planning process to identify any issues relevant to service planning or commissioning. This enables the Council to pay due regard to the need to eliminate unlawful discrimination, promote equality of opportunity and foster good relations.

7.2 Details of equality assessments are available from the project lead for the relevant area of work, or alternatively, please contact the Planning, Performance & Partnerships team.

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

8.1 None

### **9 Risk implications / assessment**

9.1 Progress against the mitigation of risk is detailed where relevant within the report.

## 10 Conclusion

10.1 The majority of measures within the dashboard are showing that overall performance for the Environment, Transport and Development service is on track. In respect to measures currently showing as Red or with a negative direction of travel actions are in place in order to manage performance. The department appears to be managing progress against many of its identified priorities with mitigating actions identified to help improve performance or to influence collective activity in key areas.

## 11 Action required

11.1 Members are asked to:

- Comment on the progress against ETD's service plan actions, risks and budget and consider whether any aspects should be identified for further scrutiny.
- Consider and comment on the contents of the Economic Intelligence Report

### Officer Contact

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

| <b>Name</b>   | <b>Telephone Number</b> | <b>Email address</b>         |
|---------------|-------------------------|------------------------------|
| Andrew Skiggs | 01603 223144            | andrew.skiggs@norfolk.gov.uk |
| Daniel Harry  | 01603 222568            | daniel.harry@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 and ask for Bev Herron or textphone 0344 800 8011 and we will do our best to help.

| Delivering Norfolk Forward                                  |        |     |   |
|-------------------------------------------------------------|--------|-----|---|
| Overall assessment of Transformation & Efficiency Programme | Date   | DoT |   |
| Environment, Transport & Development                        | Aug 13 | →   | ★ |

| Service Performance                                                                                                              |         |        |     |   |
|----------------------------------------------------------------------------------------------------------------------------------|---------|--------|-----|---|
|                                                                                                                                  | Value   | Date   | DoT |   |
| Percentage of County Council's own development determined within agreed timescales                                               | 94.44   | Sep 13 | ✓   | ● |
| The number of journeys made using demand responsive transport/community transport as a proportion of all subsidised bus services | 6.23    | Sep 13 | ✗   | ★ |
| Number of journeys shared between health and social care                                                                         | 10,841  | Sep 13 | ✓   | ★ |
| Highway Maintenance Indicator                                                                                                    | 5.06    | Aug 13 | ✓   | ★ |
| Strategic Partnership (Quality of Works)                                                                                         | 90.00   | Sep 13 | ✓   | ★ |
| County Council's own highway works promoter performance - Section 74 'fine' comparison with other works promoters in Norfolk     | 1.01    | Sep 13 | →   | ★ |
| Difference in Job Seeker Allowance claimants compared to East of England                                                         | 0.20    | Sep 13 | ✓   | ● |
| Residual waste landfilled                                                                                                        | 209,300 | Aug 13 | ✗   | ● |
| Recycling Centre rates                                                                                                           | 66.32   | Jun 13 | ✗   | ● |
| No. of people accessing & downloading online national trails info                                                                | 18,545  | Sep 13 | ✓   | ★ |

| Managing our resources                                                                        |                                                                                                      |            |                       |   |
|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|------------|-----------------------|---|
| Managing the budget                                                                           | Value                                                                                                | Date       | DoT                   |   |
| Projected budget spend against revenue budget                                                 | 0.00                                                                                                 | Jul 13     | n/a                   | ! |
| Projected spend against profiled capital budget                                               | 0.02                                                                                                 | Aug 13     | n/a                   | ! |
| ETD efficiency savings                                                                        | 5,087,000                                                                                            | Aug 13     | →                     | ★ |
| Strategic partnership (Financial savings - projection of year-end)                            | 1,697,652                                                                                            | Sep 13     | ✓                     | ★ |
| [A] Premises related costs per FTE (ETD)                                                      | 4,293.21                                                                                             | Mar 13     | ✓                     | ! |
| <b>Sustainability</b>                                                                         |                                                                                                      |            |                       |   |
| % CO2 emissions from automatically metered buildings compared to respective 2008/9 baseline   | 61.92                                                                                                | Sep 13     | ✓                     |   |
| % CO2 emissions from street lighting & traffic signals compared to respective 2008/9 baseline | 102.30                                                                                               | Sep 13     | ✓                     |   |
| <b>Organisational Productivity</b>                                                            |                                                                                                      |            |                       |   |
| Sickness absence - projection of year-end (ETD)                                               | 5.70                                                                                                 | Aug 13     | ✗                     | ● |
| Staff Resourcing (composite measure)                                                          | Green                                                                                                | Sep 12     | ?                     | ★ |
| [Q] Reportable H&S Incidents (per 1000 FTE) (year-to-date)                                    | 2.88                                                                                                 | Jun 13     | ✗                     | ! |
| [Q] Non-Reportable H&S Incidents (per 1000 FTE) (year-to-date)                                | 25.88                                                                                                | Jun 13     | ✓                     | ! |
| <b>Risk No</b>                                                                                | <b>Corporate Level Risks (progress against mitigation)</b>                                           | <b>DoT</b> | <b>Prospects</b>      |   |
| #RM14113                                                                                      | RMCP ETD E&W Failure in the delivery of the Willows Power and Recycling Centre                       | →          | Amber - Some Concerns |   |
| #RM0201                                                                                       | RMCP Failure to implement Norwich Northern Distributor Route (NDR) and the Postwick Hub junction imp | →          | Amber - Some Concerns |   |
| #RM14098                                                                                      | RMCP Incident at key NCC premises or adjacent causing loss of access or service disruption           | →          | Amber - Some Concerns |   |

| Outcomes for Norfolk people                                                 |        |        |     |   |
|-----------------------------------------------------------------------------|--------|--------|-----|---|
| People's view on Council services                                           | Value  | Date   | DoT |   |
| [A] % Satisfaction with household waste recycling centres                   | 86.00  | Jan 13 | →   | ! |
| [A] % Satisfaction with the condition of road surfaces                      | 26.00  | Jan 13 | ✗   | ! |
| [A] % Satisfaction with the local bus service                               | 65.00  | Jan 13 | ✓   | ! |
| Satisfaction with the way in which we handle customer complaints            | Green  | Aug 13 | ✓   | ★ |
| <b>Accessing the council including advice &amp; signposting service</b>     |        |        |     |   |
| Quality and effectiveness of customer access channels                       | Green  | Jul 13 | →   | ★ |
| <b>Services to improve outcomes</b>                                         |        |        |     |   |
| Number of people killed or seriously injured on roads                       | 370    | Aug 13 | ✓   | ★ |
| Percentage of businesses brought to broad compliance with trading standards | 93.73  | Sep 13 | ✗   | ● |
| Percentage of disputes resolved through advice and intervention             | 93.00  | Sep 13 | ✗   | ★ |
| % of tracked bus services 'on time' at intermediate timing points           | 81.49  | Aug 13 | ✗   | ● |
| [Q] % of planning apps determined in line with NCC advice                   | 70.00  | Sep 13 | ✗   | ▲ |
| [Q] Net additional homes provided                                           | 620    | Mar 13 | ✗   | ▲ |
| [Q] Accessibility                                                           | 73.70  | Sep 13 | ✗   | ● |
| <b>Equality</b>                                                             |        |        |     |   |
| [Q] Equality improvement plan progress                                      |        | Sep 13 | →   | ★ |
| <b>Surveillance measures</b>                                                |        |        |     |   |
| [A] Proportion of pop. aged 16-64 qualified to Level 3 or higher            | 52.00  | Dec 12 | ✓   |   |
| [A] Median earnings of employees in the area                                | 467.30 | Mar 12 | ✓   |   |
| [A] Proportion of new businesses to business stock                          | 9.00   | Dec 11 | ✓   |   |
| <b>Progress in delivery of service plans</b>                                |        |        |     |   |
| Environment, Transport & Development (overall) (COG)                        |        | Sep 13 | →   | ★ |
| Economic Development and Strategy                                           |        | Sep 13 | →   | ★ |
| Environment and Waste                                                       |        | Sep 13 | →   | ★ |
| Highways                                                                    |        | Sep 13 | →   | ★ |
| Public Protection                                                           |        | Sep 13 | →   | ★ |
| Travel and Transport Services                                               |        | Sep 13 | →   | ★ |

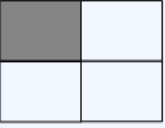


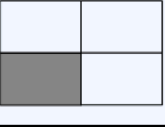
**Summary**

| Scheme Name                            | Project   | Spend Project to date (prior years) | 2013/14 Original Programme | 2013/14 Revised Programme | 2013/14 Out-turn  | 2013/14 Variance | Spend to date - current year | 2013/14 Carry Forward | Over/ (Under) Spend | 2014/15 Out-turn  | 2015/16 Out-turn | Total Spend to date for project |
|----------------------------------------|-----------|-------------------------------------|----------------------------|---------------------------|-------------------|------------------|------------------------------|-----------------------|---------------------|-------------------|------------------|---------------------------------|
| Bridge Strengthening                   | PM8       |                                     | 1,400,000                  | 1,400,000                 | 1,615,895         | 215,895          | 649,267                      |                       | 215,895             | 1,400,000         |                  | 3,015,895                       |
| Bus Infrastructure Schemes             | PB        |                                     |                            | 453,483                   | 519,601           | 66,118           | 42,447                       |                       | 66,118              |                   |                  | 519,601                         |
| Bus Priority Schemes                   | PA        |                                     |                            | 891,385                   | 890,591           | (794)            | 165,390                      |                       | (794)               |                   |                  | 890,591                         |
| Cycling                                | PE        |                                     | 1,993,254                  | 2,089,707                 | 1,866,021         | (223,686)        | 20,119                       |                       | (223,686)           | 685,000           |                  | 2,551,021                       |
| Local Road Schemes                     | PK        |                                     |                            | 9,673,189                 | 9,525,908         | (147,281)        | 5,363,904                    |                       | (147,281)           |                   |                  | 9,525,908                       |
| Local Safety                           | PG1       |                                     | 4,506,000                  | 328,500                   | 441,624           | 113,124          | 56,704                       |                       | 113,124             | 700,000           |                  | 1,141,624                       |
| Other Schemes                          | PM9       |                                     | 163,000                    | 1,623,437                 | 1,699,895         | 76,458           | 226,919                      |                       | 76,458              | 115,000           |                  | 1,814,895                       |
| Park & Ride                            | PD        |                                     |                            | 87,000                    | 63,557            | (23,443)         | 2,413                        |                       | (23,443)            |                   |                  | 63,557                          |
| Public Transport Schemes               | PC        |                                     | 4,552,000                  | 785,203                   | 768,208           | (16,995)         | 103,538                      |                       | (16,995)            | 2,860,000         |                  | 3,628,208                       |
| Road Crossings                         | PH        |                                     |                            | 447,010                   | 425,317           | (21,693)         | 43,477                       |                       | (21,693)            |                   |                  | 425,317                         |
| Safer & Healthier Journeys to School   | PG0       |                                     | 58,684                     | 20,000                    | 71,434            | 51,434           | 17,898                       |                       | 51,434              |                   |                  | 71,434                          |
| Structural Maintenance                 | PM1       |                                     | 25,932,551                 | 25,493,650                | 25,494,734        | 1,084            | 17,488,445                   |                       | 1,084               | 25,360,000        |                  | 50,854,734                      |
| Traffic Management & Calming           | PJ        |                                     |                            | 983,092                   | 896,274           | (86,818)         | 273,140                      |                       | (86,818)            |                   |                  | 896,274                         |
| Walking Schemes                        | PF        |                                     |                            | 483,443                   | 423,807           | (59,636)         | 47,963                       |                       | (59,636)            |                   |                  | 423,807                         |
| Major Schemes                          | MAJOR     |                                     | 12,195,000                 |                           |                   |                  |                              |                       |                     | 25,392,000        |                  | 25,392,000                      |
| Great Yarmouth Third River Crossing    | PK1001    |                                     |                            |                           | 175,000           | 175,000          | 7,627                        |                       | 175,000             |                   |                  | 175,000                         |
| Northern Distributor Road              | PK1000    |                                     |                            | 2,020,000                 | 2,020,000         |                  | 2,486,325                    |                       |                     |                   |                  | 2,020,000                       |
| Norwich - A47 Postwick Hub             | PK5072    |                                     |                            | 4,065,045                 | 4,065,045         |                  | 998,099                      |                       |                     | 2,625,000         |                  | 6,690,045                       |
| Development of Civil Parking Provision | PJ2889    |                                     |                            | 46,000                    | 46,000            |                  | 57,870                       |                       |                     |                   |                  | 46,000                          |
| LPSA reward grant                      | LPSA      |                                     | 565,000                    |                           |                   |                  |                              |                       |                     | 565,000           |                  | 565,000                         |
| Town and Parish Council Schemes        | PARISH    |                                     | 1,000,000                  |                           |                   |                  |                              |                       |                     |                   |                  |                                 |
| Communities and Business Schemes       | COMMUNITY |                                     | 1,000,000                  |                           |                   |                  |                              |                       |                     |                   |                  |                                 |
| IT - Exor upgrade                      | PZ        |                                     |                            | 14,850                    | 14,850            |                  |                              |                       |                     |                   |                  | 14,850                          |
|                                        |           | 0                                   | 0                          |                           |                   |                  |                              |                       |                     |                   |                  |                                 |
| <b>TOTAL</b>                           |           |                                     | <b>53,365,489</b>          | <b>50,904,994</b>         | <b>51,023,761</b> | <b>118,767</b>   | <b>28,051,546</b>            |                       | <b>118,767</b>      | <b>59,702,000</b> |                  | <b>110,725,761</b>              |

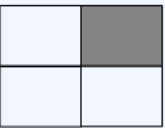
## Definitions of Measures within the ETD Dashboard

Significant changes to any of the following will be highlighted within the covering report.

|  <b>Delivering Norfolk Forward</b>                                                                                                                                                                                                                                                          |                                                                                               |                                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| P'folio                                                                                                                                                                                                                                                                                                                                                                      | Measure                                                                                       | Definition                                                                                    |
| <p>All of the projects within Norfolk Forward were identified in order to assist in delivering budget savings identified through the Big Conversation in 2010. Some projects were also identified as part of ETD's Strategic Review which sought to establish more efficient ways of working and includes elements of service changes reflected in the Big Conversation.</p> |                                                                                               |                                                                                               |
| All                                                                                                                                                                                                                                                                                                                                                                          | Environment, Transport and Development (over-arching transformation and efficiency programme) | The overall transformation and efficiency programme covering a number of individual projects. |

|  <b>Service Performance</b> |                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| P'folio                                                                                                      | Measure                                                                                                                               | Definition                                                                                                                                                                                                                                                                                                                          |
| Cllr Harrison                                                                                                | <b>[A] PP</b> Percentage of County Council's own development determined within agreed timescales                                      | Measurement of whether determinations made for NCC's own planning applications are within the agreed timescale over the year.                                                                                                                                                                                                       |
| Cllr Harrison                                                                                                | <b>TTS</b> % of transport made by demand responsive/community transport as a proportion of all subsidised bus services ( <b>COG</b> ) | Measure links to the 'Shared Transport' Norfolk Forward project. The measure seeks to define progress against moving towards the use of alternative transport provision such as demand responsive as an alternative method of service delivery. Relates to performance in month                                                     |
| Cllr Harrison                                                                                                | <b>TTS</b> Number of journeys shared between health and social care                                                                   | Where possible transport required by health services and social care are combined to reduce the number of journeys. The number of occasions that this occurs is plotted monthly.                                                                                                                                                    |
| Cllr Harrison                                                                                                | <b>H'Ways</b> Highway Maintenance Indicator ( <b>COG</b> )                                                                            | <p>This is the weighted variance against target for nine measures (8 at the time of writing as one is still to be reported out of EXOR):</p> <ul style="list-style-type: none"> <li>• A road condition</li> <li>• B and C road condition</li> <li>• Category 1 and 2 footway condition</li> <li>• Bridge condition index</li> </ul> |

| P'folio       | Measure                                                                                                                                    | Definition                                                                                                                                                                                                                                        |
|---------------|--------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|               |                                                                                                                                            | <ul style="list-style-type: none"> <li>• Category 1 defect number</li> <li>• Category 1 defect response time</li> <li>• Rectification of street light faults</li> <li>• Public satisfaction</li> <li>• Inspections carried out on time</li> </ul> |
| Cllr Harrison | <b>H'Ways</b> Strategic Partnership (Quality of Works)                                                                                     | This is a measure of the number of quality audits of highway works where identified actions are attributable to our partnership contractor.                                                                                                       |
| Cllr Harrison | <b>H'Ways</b> County Council's own highway works promoter performance - Section 74 'fine' comparison with other works promoters in Norfolk | Comparison of the percentage of works on the highway completed on time by NCC and utilities.<br>Monthly performance                                                                                                                               |
| Cllr Nobbs    | <b>EDS</b> Difference in JSA claimants compared to East of England ( <b>COG</b> )                                                          | Compares the number of Job Seeker Allowance claimants in Norfolk to the total in the East of England.                                                                                                                                             |
| Cllr Harrison | <b>E&amp;W</b> Residual waste landfilled                                                                                                   | Tonnage of waste that was sent to landfill in each month.                                                                                                                                                                                         |
| Cllr Harrison | <b>E&amp;W</b> Recycling Centre rates                                                                                                      | Percentage of material recycled at the household waste recycling centres each month.                                                                                                                                                              |
| Cllr Harrison | <b>E&amp;W</b> No. of people accessing & downloading online national trails info                                                           | Monthly count of people accessing online information relating to Norfolk national trails.                                                                                                                                                         |

|                                                                                   |                           |
|-----------------------------------------------------------------------------------|---------------------------|
|  | <b>Managing resources</b> |
|-----------------------------------------------------------------------------------|---------------------------|

| P'folio                    | Measure                                         | Definition                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Managing the budget</b> |                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| All                        | Projected budget spend against revenue budget   | Projected amount of budget spend against ETD revenue budget as a variance each month                                                                                                                                                                                                                                                                                                                                                |
| All                        | Projected spend against profiled capital budget | Projected amount of budget spend against ETD capital budget as a variance each month                                                                                                                                                                                                                                                                                                                                                |
| All                        | ETD efficiency savings                          | <p>Monthly efficiency savings generated. This includes a summary of budget savings achieved against Big Conversation proposals and two specific efficiency areas:</p> <ul style="list-style-type: none"> <li>• Use of residual LPSA reward grant funding to support public transport</li> <li>• Reallocation of Officer to LEP duties</li> <li>• This measure will capture any savings being recorded with the exception</li> </ul> |

| P'folio                            | Measure                                                                                          | Definition                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------|--------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                    |                                                                                                  | of procurement efficiency, income generation activity and asset / accommodation rationalisation.                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| All                                | Premises related costs per FTE                                                                   | Annual measure of FTE actuals against actual spend for all costs coded to premises subjectives collated by the Central Finance Team                                                                                                                                                                                                                                                                                                                                                                                                         |
| Cllr Harrison                      | <b>H'Ways</b> Strategic partnership (Financial savings – projection of year-end)                 | Financial savings for the renegotiated NSP contract. The monthly figure is a projection of the year-end result.                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Sustainability</b>              |                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| All                                | % CO2 emissions from automatically metered buildings compared to respective 2008/09 baseline     | Monthly measure relating to metered ETD property only. The measure includes Gas and Electricity usage.                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| All                                | % CO2 emissions from street lighting and traffic signals compared to respective 2008/09 baseline | Monthly measure relating to street lighting and traffic signal compared to the baseline for electricity usage.                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Organisational productivity</b> |                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| All                                | Sickness absence                                                                                 | Sickness absence per employee FTE measured against an internal target.                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| All                                | Reportable Incidents                                                                             | Number of reportable Health and Safety incidents per 1,000 employees per month.                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| All                                | Non-reportable Incidents                                                                         | Number of non-reportable Health and Safety incidents per 1,000 employees per month.                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| All                                | Staff resourcing (composite indicator)                                                           | <p>This is a composite indicator made up of the following elements supplied centrally, the RAG is determined by the HR Business Partner as a reflection of progress against the relevant measures below:</p> <ul style="list-style-type: none"> <li>• Recruitment activity/costs,</li> <li>• Redeployment activity,</li> <li>• Redundancy,</li> <li>• liP Accreditation,</li> <li>• HR Direct resolution rate,</li> <li>• Use of temporary &amp; agency staff,</li> <li>• Management of Change,</li> <li>• Culture Change Shifts</li> </ul> |
| All                                | Corporate level risks                                                                            | Risks from the Corporate Risk Register that are relevant to ETD.                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

| <b>Outcomes for Norfolk People</b>                                     |                                                                                                                             |                                                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>P'folio</b>                                                         | <b>Measure</b>                                                                                                              | <b>Definition</b>                                                                                                                                                                                                                                                                 |
| <b>People's view on Council services</b>                               |                                                                                                                             |                                                                                                                                                                                                                                                                                   |
| All                                                                    | Satisfaction with services (through annual tracker survey)                                                                  | Satisfaction levels from NCC Annual Tracker Survey split in to service areas relevant to ETD                                                                                                                                                                                      |
| All                                                                    | Satisfaction with the way we handle customer complaints                                                                     | Figure is a composite measure calculated centrally by the Customer Service and Communications Dept. team.                                                                                                                                                                         |
| <b>Accessing the council including advice and signposting services</b> |                                                                                                                             |                                                                                                                                                                                                                                                                                   |
| All                                                                    | Quality and effectiveness of customer access channels                                                                       | This is a composite measure supplied monthly by the central Customer Service and Communications Dept. The measure contains the ETD element of three main areas of customer contact – online, customer service centre and face to face.                                            |
| <b>Services to improve outcomes</b>                                    |                                                                                                                             |                                                                                                                                                                                                                                                                                   |
| Cllr Roper                                                             | <b>PP</b> Percentage of businesses brought to broad compliance with trading standards, focusing on those that are high-risk | Measurement of businesses that Trading Standards work with to bring into broad compliance with relevant law.                                                                                                                                                                      |
| Cllr Roper                                                             | <b>PP</b> Percentage of disputes resolved through advice and intervention                                                   | Measurement of Trading Standards dispute resolution service.                                                                                                                                                                                                                      |
| Cllr Harrison<br>and<br>Cllr Nobbs                                     | <b>[A] EDS</b> Net additional homes provided                                                                                | Measures house completions. The formal result will be updated annually, but not until Dec/Jan.<br>A quarterly update will be provided based on the managed delivery target or trajectory for the district LDFs                                                                    |
| Cllr Nobbs                                                             | <b>[A] EDS</b> Proportion of pop. aged 16-64 qualified to Level 3 or higher                                                 | Related to former National Indicator 164. People are counted as being qualified to level 3 or above if they have achieved either at least 2 A-levels grades A-E, 4 A/S levels graded A-E, or any equivalent (or higher) qualification in the Qualifications and Credit Framework. |
| Cllr Nobbs                                                             | <b>[A] EDS</b> Median earnings of employees in the area                                                                     | Formerly National Indicator 166. Measurement of earnings allows local authorities to monitor a rough proxy for productivity.                                                                                                                                                      |
| Cllr Nobbs                                                             | <b>[A] EDS</b> Proportion of new businesses to business stock                                                               | Annual measure to determine creation of new businesses.                                                                                                                                                                                                                           |
| Cllr Harrison                                                          | <b>TTS</b> % of tracked bus services 'on time' at intermediate timing points                                                | Former National Indicator 178. Monitors monthly bus punctuality by tracking vehicles against their schedule.                                                                                                                                                                      |
| Cllr Harrison                                                          | <b>[Q] TTS</b> % of planning apps determined in line                                                                        | Monitors planning determinations made by the district councils and whether                                                                                                                                                                                                        |

| <b>P'folio</b>              | <b>Measure</b>                                                                     | <b>Definition</b>                                                                                                                      |
|-----------------------------|------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
|                             | with NCC advice                                                                    | the recommendation of NCC, as Highway Authority, was followed.                                                                         |
| Cllr Harrison<br>Cllr Nobbs | <b>[Q] EDS</b> Accessibility                                                       | This is based upon former National Indicator 175. This indicator monitors access to core services and facilities via public transport. |
| Cllr Harrison               | <b>H'ways</b> Number of people killed or seriously injured on roads ( <b>COG</b> ) | This is a rolling twelve month total of those killed or seriously injured in traffic collisions.                                       |
| All                         | <b>[Q]</b> Equality improvement plan progress                                      | This is a quarterly assessment of progress against activities identified in the ETD equality improvement plan                          |
| All                         | <b>All</b> Progress in delivery of service plans                                   | These provide a summation of progress against all the actions within each service area and an overall result for the ETD department.   |

**Key:**

Unless prefixed by either a **[Q]** or **[A]** (representing Quarterly or Annually respectively) each measure is monitored monthly.

**H'ways** = Highways    **TTS** = Travel and Transport Services    **EDS** = Economic Development and Strategy    **PP** = Public Protection  
**E&W** = Environment and Waste



**Norfolk** County Council  
@ your service



The new Centrum building at Norwich Research Park, due to open in Spring 2014

This report brings together key business, economic and labour market intelligence to provide a regular insight into the current state of the Norfolk economy.



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

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The data in this report is taken from a range of sources which are listed on the relevant pages and covers the whole of Norfolk. In most cases data refers to the most recent full quarter, however where this is not available and data is older it will be clearly stated.

This report is produced quarterly by Economic Development and Strategy. If you would like to discuss any of the information or findings you can get in touch with:

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| Business Intelligence                                                                                                                       | General Economic Information                                                                                                                            |
| Skills and Labour Market                                                                                                                    | Employment and Unemployment                                                                                                                             |
| Strategic Updates                                                                                                                           | Infrastructure                                                                                                                                          |



## QUARTERLY SUMMARY REPORT

|                                   |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Business Confidence</b></p> | <p>↑</p> | <ul style="list-style-type: none"> <li>- The Life Sciences and Biotechnology sector in Norfolk continues to build its world class status through pioneering research developments that have impact across the globe. The sector is also supported by news of funding for businesses and new high quality office accommodation.</li> <li>- There is good news about job creation in the manufacturing and engineering sectors resulting from business growth and new investment.</li> <li>- The Tourism sector also reports strong growth created from a bumper holiday season. The challenge now is to try and increase sales during the quieter, winter months.</li> <li>- News from other sectors also helps to boost business confidence in quarter 2 of 2013/14 with retail in particular creating a number of jobs in Norwich.</li> </ul> |
| <p><b>National Economy</b></p>    | <p>↑</p> | <ul style="list-style-type: none"> <li>- Gross domestic product (GDP) grew by 0.7% in Q2 2013, following growth of 0.4% in Q1 2013.</li> <li>- Growth in GDP was broadly based, with all three major industry groups – production industries, construction and services – seeing expansion in the quarter.- Interest rate stands at 0.5%</li> <li>- The rate of retail prices index (RPI) inflation also fell, to 3.1%, from 3.3% in June</li> <li>- Growth in GDP in the second quarter was accompanied by further advances in the labour market, with the number of people over 16 and in employment reaching a record high of 29.8 million. This represents an increase of 69,000 in the quarter and 301,000 over the previous year</li> </ul>                                                                                              |
| <p><b>Unemployment</b></p>        | <p>↓</p> | <ul style="list-style-type: none"> <li>- 27,900 people are unemployed in Norfolk a decrease of 1,300 people since last year.</li> <li>- 14,308 people in Norfolk are claiming JSA with a decrease of 1,970 from last quarter and 2,627 since last year.</li> <li>- 43.10% of unemployed people in Norfolk are young people aged between 16 and 24.</li> <li>- There has been a 8,600 drop in youth unemployment since last year.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p><b>House Prices</b></p>        | <p>↑</p> | <ul style="list-style-type: none"> <li>- House prices in Norfolk rose by 1.2% last quarter and by 0.8% last year.</li> <li>- The average house price in Norfolk is £144,172.</li> <li>- House prices in England and Wales have increased by 2.73% last quarter to £167,063.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

## 1.0 BUSINESS INTELLIGENCE

### 1.1 Key Sector of the Quarter – Life Sciences and Biotechnology

**InCrops**, part of the University of East Anglia's Adapt Low Carbon Group, has **launched a voucher scheme for innovative businesses** in the County. The Delegated Grants Scheme, funded by the European Regional Development Fund, allows **small and medium sized businesses** to work with research organisations to bring ideas to market. Businesses looking to develop or adopt bio based products made from plants, algae and agricultural food waste are eligible. Visit [www.incropsproject.co.uk](http://www.incropsproject.co.uk) for more information. InCrops supports businesses in the East of England, enabling them to benefit from renewable, bio-based and low-carbon technologies.

**Intelligent Fingerprinting**, based at the Norwich Research Park Innovation Centre, has achieved a US patent for its **handheld drug screening device**, giving the company access to a multi billion dollar global market. The technology developed for the device is pioneering, analysing the tiny amounts of sweat contained in a fingerprint to detect specific chemicals linked to drug use. There has been **worldwide interest** in the technology which has potential for use in workplace testing, criminal justice, drug rehabilitation and prison services. Find out more at [www.intelligentfingerprinting.com](http://www.intelligentfingerprinting.com)

**Fledgling companies** in the **food, health and environment** sectors are being encouraged to grow their business in the new **Centrum building** on the Norwich Research Park. Due to open in spring 2014, it will provide high quality office and meeting space and act as a commercial hub for businesses in these fast growing sectors. To find out more about what it can offer your business visit [www.norwichresearchpark.org.uk](http://www.norwichresearchpark.org.uk)

**Procarta Biosystems** has been awarded £1m of EU funding to progress research into superbugs such as MRSA. The funding allows the company to take the research from the lab to clinical trials, allowing it to develop technology which will **provide a platform from which to rapidly design new antibiotics**. It also opens the door for business growth, recruitment of new staff and further recognition for the Research Park as a world leader in pioneering technology. Visit [www.procartabio.com](http://www.procartabio.com) for more information.

### 1.2 Manufacturing and advanced engineering

**Oyster Yachts**, builders of luxury boats, is celebrating **strong growth**, having doubled its workforce since moving to new premises in July 2012. The company, based in Hoveton, has **added 65 new jobs** to its workforce since moving and predicts a further 50 jobs during 2014. They attribute growth to their **global market presence**, and its world rally which showcases owners' boats on a guided world cruise.

**Hain Daniels**, the owners of the Linda McCartney factory in Fakenham is to create a **further 150 jobs** in the area as a result of a £20m **investment with Sainsbury's** to create a new chilled premium puddings range. The company's strong focus on provenance has helped to secure the investment with Sainsbury's, which has doubling sales of British foods central to its long term sustainability plan.

Following the demise of the **Cromer Crab Company** in 2012, and the loss of 230 jobs, a new company is to open that will put Cromer crab back on the map. The

**Jonas Seafood factory** will produce **high quality local crab and lobster** and **employ** up to **40** people at full capacity.

**Lotus** has announced plans to create over **100 new jobs** in Norfolk, including specialist engineers, manufacturing operatives and graduates. This follows a **£100m investment** in the company by its owners DRB-Hicom. This has provided confidence to the local economy as the investment also helps cement the company's commitment to its Norfolk location. The investment is in response to increased global demand for Lotus's sport cars and an anticipated rise in interest in its engineering consultancy services. The firm is also focusing on growing into new global markets.

### 1.3 Energy

Dutch company **Venko** has moved into one of the enterprise zone sites in Great Yarmouth, **creating up to 100 jobs** in what is its first UK base. The company, which will deliver fabric maintenance services for offshore installations, chose Great Yarmouth because of the 'vast supply chain network the East of England has to offer'. Visit [www.newanglia.co.uk](http://www.newanglia.co.uk) for more information.

### 1.4 Tourism

**Norwich International Airport** (NIA) has reported an **increase in numbers** from both its business and tourism passengers. With numbers up 17% in September compared to the same time last year, the increase is attributed to the addition of a fourth daily flight to Amsterdam and increased holiday destinations and flights from Thomson First Choice. Helicopter passenger numbers also continue to rise, highlighting the important role the Airport plays in serving the southern North Sea gas fields. NIA is continuing its efforts to improve and expand its services and is particularly interested in **hearing from businesses** in the County as to how they can deliver greater choice of direct business flights. Please visit <http://www.surveymonkey.com/s/K8RSF7T> and **give your feedback**.

The **tourism industry** has reported **excellent sales** over the summer season. At the start of the year visitor numbers had been lower than usual due to the cold spring, but the long and warm summer was able to reverse the downturn and benefit the industry more than ever. Bewilderwood has reported a 25% increase in sales and Norfolk Hideaways has seen a 26% increase in bookings. Banham Zoo also reported strong sales with 3,000 visitors on one day alone.

Riding on the success of the summer, the tourism industry in Norfolk, led by Visit Norfolk, is keen to promote the County as a year round tourism destination and not just one that is worth visiting in the warmer months. A **marketing campaign**, called '**There's nowhere like Norfolk**' will launch in the autumn to promote all the things there are to see and do in the County during the quieter season. Visit [www.visitnorfolk.co.uk](http://www.visitnorfolk.co.uk) for more information.

### 1.5 Other

The **University of East Anglia** has achieved its highest ever position in the Times and **Sunday Times Good University Guide 2014**, rising to 17<sup>th</sup> up from 28<sup>th</sup> place last year. Students have excellent satisfaction levels as well as appreciating the high quality courses and university environment.

Diss based **Midwich** has been recognised by the Sunday Times as one of the **best in the country** for its growth in international sales. The company, who is one of the UK's leading distributors of audiovisual, print and imaging and electronics equipment, has grown its international sales through its operations in France, along with acquisitions in Australia and New Zealand.

**Dr Martens Boots** has opened its largest store in the UK, in Norwich. Creating **10 new jobs** the store hopes to cater for the City's high student population. The retail sector in Norwich has benefited recently from a number of high street chain openings including **TGI Friday's** and **H&M** at Riverside, creating more than **100 jobs**.

## 2.0 GENERAL ECONOMIC INFORMATION

### 2.1 National Economic Information

UK gross domestic product (GDP) in volume terms was estimated to have increased by 0.7% **between Q1 2013 and Q2 2013, unrevised from the Second Estimate of GDP published 23 August 2013. Between Q4 2012 and Q1 2013, GDP in volume terms increased by 0.4%, revised up from the previously estimated 0.3% increase.**

**Growth in GDP was broadly based, with all three major industry groups – production industries, construction and services – seeing expansion in the quarter.** Growth remained steady in the services industries, growing by 0.6% in each of the first and second quarters of 2013. **Construction output grew by 1.9%** in the second quarter, more than reversing the 1.3% fall in the previous period, while industrial production accelerated to grow by 0.8% in the latest quarter. GDP remains 3.3% below its Q1 2008 pre-downturn peak.

The rate of inflation faced by households fell slightly in August 2013. The Consumer Prices Index (CPI) – the headline measure of inflation - grew by 2.7% in the year to August 2013, down from 2.8% in July. The inflation rates from the two new measures of consumer inflation were unchanged between July and August. CPIH, the new measure which includes the costs owner occupiers' face in owning, maintaining and living in their own homes, grew by 2.5%. RPIJ, the improved variant of the Retail Prices Index (RPI) calculated using formulae that meet international standards, grew by 2.6%.

The contributions to the fall in the CPI rate came primarily from three areas; motor fuels, air transport and clothing. Petrol prices rose by 2.0 pence per litre between July and August this year but by a larger 3.5 pence between the same two months last year. Similarly air fares rose by 9.4% between July and August this year, compared with 10.2% a year ago. As usual, clothing prices rose as the autumn ranges started to enter the shops but the rises this year were less than those seen in 2012.

**Public Sector Net Borrowing (PSNB ex) in September 2013 was £11.1 billion. This was £1.0 billion lower than in September 2012**

The rate of retail prices index (RPI) inflation also fell, to 3.1%, from 3.3% in June

## 2.2 House Prices<sup>1</sup>

**The Land Registry's House Price Index (HPI) is the most accurate independent house price index available and is the only index based on repeat sales.**

**September house prices up 1.5 per cent since August: average house price in England and Wales now £167,063 a rise of 3.4%.** The monthly change from August to September shows an increase of 1.5 per cent. Repossession volumes decreased by 28 per cent in July 2013 to 1,187 compared with 1,645 in July 2012.

**Figures show that house prices rose by 2.73% in England and Wales in the past quarter.**

In comparison **house prices rose by 1.2% in Norfolk** in the past quarter and **rose by 0.8%** over the past year.

The average house price in Norfolk currently stands at **£146,172** compared to **£167,063** for England and Wales.

## 3.0 STRATEGIC UPDATES

### 3.1 Inward Investment & Business Support

Norfolk County Council receives inward investment enquiries through a number of sources. These include UK Trade and Investment (UKTI), The Three Counties Partnership (Norfolk, Suffolk, and Essex) with Jiangsu Province, China, the Centre for Offshore Renewable Engineering (CORE) Group, the Coltishall Task Group and enquiries from existing companies in the county wishing to expand/relocate and companies from outside the area.

During quarter 2, the team has responded to a number of inward investment enquiries across a range of sectors, including renewable energy, food and manufacturing, creative industries, construction and advanced engineering.

Norfolk County Council's Inward Investment and profile raising website: **[www.worldclassnorfolk.com](http://www.worldclassnorfolk.com)** provides a comprehensive land and premises search facility for enquirers. There have been **32 commercial property enquiries** through this route between 1 July 2013 and 30 September 2013.

To receive short updates on what makes Norfolk world class, including company announcements, growth results, new initiatives and much more, follow World Class Norfolk on **Twitter @Team\_Norfolk** and join **over 4,000** other followers keeping in touch with what makes Norfolk so unique for life, work and business. Please let us know if you have any examples of excellent businesses you'd like us to send out

The **Enterprise Norfolk** programme continues to be delivered across Norfolk, **providing start up support to would be entrepreneurs.** The project is led by Norfolk County Council with an investment of £400K over 2 years, working with Norfolk's district, borough and city council partners who broadly match this. To date there has been over **129** start ups, with many more in the pipeline.

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<sup>1</sup> HPI, HM Land Registry, Crown copyright release 29 April 2013

The programme also works closely with a number of other start up and business support initiatives across the County including Norfolk Knowledge ([www.norfolkknowledge.co.uk](http://www.norfolkknowledge.co.uk)) which offers free mentoring support and Activ8 ([www.hethelinnovation.com](http://www.hethelinnovation.com)) a business start up programme run by Hethel Innovation.

### 3.2 New Anglia LEP

The New Anglia Local Enterprise Partnership has recently been awarded an additional £9m from the Government's Regional Growth Fund to significantly expand the LEP's **Growing Business Fund**. This takes the total fund to £12m to help small and medium businesses of Norfolk and Suffolk grow and develop, and create jobs in the region.

The fund provides grants **of between £25,000 and £500,000** to businesses that have a shortfall in their investment plans and are able to provide long term employment lasting at least one year and create at least one job for every £10,000 worth of grant provided by the fund. A maximum of 20% of the entire project costs can be awarded by the fund that is aimed primarily at businesses within Energy, Advanced Manufacturing, Health/Life Sciences and Biotechnology, ICT and the Digital Creative sectors. For more information about the fund please visit <http://www.newanglia.co.uk>

## 4.0 INFRASTRUCTURE

**A11.** Ensure that dualling of the final stretch of the A11 is completed by end 2014.

**A47.** Undertaking Route Based Strategy workshop with the A47 Alliance. A new website for the A47 has been procured, designed and is being launched by communications <http://www.a47alliance.co.uk/> . We are asking for businesses to sign up to support the A47. A communications plan is being put together to keep the A47 high profile. We are in the process of identifying suitable events to attend and promote the A47 Alliance and garner support.

**Transport for Norwich.** Put funding in place for the 'Transport for Norwich' strategy and progress the Norwich Northern Distributor Route.

**Rail Improvements.** Continue the high profile campaign to improve the Norwich-London route - working with Network Rail and the franchise holder, Greater Anglia – and push for improvements on Norwich-Cambridge and Cambridge-King's Lynn services.

**Broadband.** By autumn 2015, the 'Better Broadband for Norfolk' project seeks to achieve: a minimum speed of 2 megabits per second (Mbps) for all premises and 'Superfast' Broadband (24Mbps+) for as many premises as possible.

## 5.0 THE LABOUR MARKET

### 5.1 Skills and Apprenticeships

Young people wanting to access apprenticeships in mechanical and electrical engineering as well as manufacturing are to be offered a unique opportunity through the **Bridge Training School**, a **new purpose built training school**, run by Warren Services and in partnership with SEMTA, the Skills Council for the Advanced Manufacturing and Engineering Sectors. The school, which is based in Thetford, will offer young recruits the chance to **learn the skills on the job**, through placements with Warren Services itself, and other nearby Thetford manufacturing and engineering companies, once the school is built by September 2014. Visit [www.warrenservices.co.uk](http://www.warrenservices.co.uk) and [www.norfolk.gov.uk/apprenticeships](http://www.norfolk.gov.uk/apprenticeships) to find out more.

**Norwich International Airport and KLM UK Engineering** is to develop an **aviation academy** based at the airport in response to the need for a future supply of skilled workers. The development of the academy will also help NIA to become more attractive to investors as it will have a ready skills base, as well as further supporting existing businesses based at the Airport. The recent approval of planning permission for the new **Norwich Aeropark**, which will see the development of high quality business space as well as thousands of new jobs, also supports this aim.

The New Anglia LEP has held a **Skills Summit** to bring together public and private sector organisations to discuss the need for a clear **strategy on skills** in the region. The Summit brought together business, education, sector specialists and policymakers to help deliver an ambitious, deliverable, **action plan** in order to secure the future success of existing and future generations living within the New Anglia economy.

### 5.2 Employment

The most recent data on employment shows that there were **393,600 people of working age** in employment in the County in the year to June 2013.

In the last year, 4000 (an increase of 0.5%) more people were employed in Norfolk compared to this time last year. There was a small decrease in people employed in the New Anglia LEP area of 1,700. With significant increases in employment in the East (44,000 increase) and England (341,000 increase).

In the last quarter rates of employment in the County decreased slightly from **74.4% to 73.7%**. The equivalent rate in the NALEP area was 75.1%. **However, Norfolk's employment rate in this period was comparable to that of the East (75%) and higher than England (71.3%).**

**Table 1 – Employment (June 2012 – June 2013)**

|                               | Working age population % |       |      |         |
|-------------------------------|--------------------------|-------|------|---------|
|                               | Norfolk                  | NALEP | East | England |
| <b>Employment Rate</b>        | 73.7%                    | 75.1% | 75%  | 71.3%   |
| <b>Change on last quarter</b> | -0.7%                    | -0.2% | 0.5% | 0.2%    |
| <b>Change on last year</b>    | 0.5%                     | -0.3% | 0.9% | 0.9%    |

|                               |         |         |           |            |
|-------------------------------|---------|---------|-----------|------------|
| <b>Numbers employed</b>       | 393,600 | 730,800 | 2,794,900 | 24,088,600 |
| <b>Change on last quarter</b> | -3,600  | -1,300  | 21,300    | 71,600     |
| <b>Change on last year</b>    | 4,000   | -1,700  | 44,000    | 341,000    |

### 5.3 Unemployment<sup>2</sup>

In the year to June 2013, **27,900 people of working age were unemployed in Norfolk**. Compared to last quarter when 22,400 (an increase of 5,500) were unemployed and 29,200 compared to this time last year (a **decrease of 1,300**).

The most recent figures show **that rates of unemployment have decreased in Norfolk** for the year to June 2013 by 0.4%. This compares with the **NALEP area showing no discernible change and a small decrease in the East of 0.2% and England at 0.2%**.

**Table 2 – Unemployment (April 2012 – March 2013)**

|                               | Norfolk | Working age population |         |           |
|-------------------------------|---------|------------------------|---------|-----------|
|                               |         | NALEP                  | East    | England   |
| <b>Unemployment rate</b>      | 6.6%    | 6.5%                   | 6.6%    | 8.0%      |
| <b>Change on last quarter</b> | 1.3%    | 0.6%                   | -0.1%   | 0.0%      |
| <b>Change on last year</b>    | -0.4%   | 0%                     | -0.2%   | -0.2%     |
| <b>Numbers unemployed</b>     | 27,900  | 50,400                 | 196,300 | 2,085,700 |
| <b>Change on last quarter</b> | 5,500   | 4,200                  | -2,500  | 5,600     |
| <b>Change on last year</b>    | -1,300  | -500                   | -5,700  | -40,100   |

### 5.4 Claimants

In **September 2013 there were 14,308 people claiming Jobseekers Allowances (JSA)** in the County, which is a decrease on last quarter's figures of 16,278 and a considerable decrease in claimants from 16,935 since September 2012.

**Table 3 – Claimant Count (September 2013)**

|                               | Norfolk | Working age population |         |           |
|-------------------------------|---------|------------------------|---------|-----------|
|                               |         | NALEP                  | East    | England   |
| <b>Claimant Count rate</b>    | 2.7%    | 2.5%                   | 2.5%    | 3.1%      |
| <b>Change on last quarter</b> | -0.4%   | -0.4%                  | -0.3%   | -0.3%     |
| <b>Change on last year</b>    | -0.5%   | -0.6%                  | -0.5%   | -0.6%     |
| <b>Claimant Count</b>         | 14,308  | 24,709                 | 93,511  | 1,078,299 |
| <b>Change on last quarter</b> | -1,970  | -3,146                 | -9,535  | -94,535   |
| <b>Change on last year</b>    | -2,627  | -5,558                 | -18,384 | -94,664   |

### 5.5 Youth unemployment<sup>3</sup>

Of the 27,900 people classed as unemployed in Norfolk (in the year to June 2013), 12,500 were aged between 16 and 24. This figure has risen from last quarter's figure of 9,800 and has risen from last year's figure of 11,500. This shows a steady increase in youth unemployment in Norfolk over the past year.

<sup>2</sup> Annual Population Survey and Claimant Count

<sup>3</sup> Annual Population Survey



This equates to **43.10% of total unemployed people in Norfolk being aged between 16 and 24.**

Since June last year there has been an 8,600 drop in youth unemployment in the Eastern region with a comparable 19,800 decrease in England overall.

**Table 4 –Youth Unemployment (June 2012 – June 2013)**

|                               | Norfolk | Working age population |        | England |
|-------------------------------|---------|------------------------|--------|---------|
|                               |         | NALEP                  | East   |         |
| <b>Unemployment rate</b>      | 19.8%   | 18.3%                  | 17.9%  | 21.8%   |
| <b>Change on last quarter</b> | 4.6%    | 2.3%                   | <0.4%  | <0.2%   |
| <b>Change on last year</b>    | 1.7%    | 0.7%                   | <0.1%  | <0.4%   |
| <b>Numbers unemployed</b>     | 12500   | 20,200                 | 71,400 | 793,800 |
| <b>Change on last quarter</b> | 2700    | 2,300                  | <2,600 | <14,800 |
| <b>Change on last year</b>    | 1000    | 300                    | <8,600 | <19,800 |

Risk Register - Norfolk County Council

| Risk Register Name: |      | Environment, Transport and Development |                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                    |                               |                     |                 |                     |                    |                |                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Red                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                            |                   |               |                   |             |                                                               |            |                            |                              |
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| Date updated:       |      | September 2013                         |                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                    |                               |                     |                 |                     |                    |                |                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Med                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                            |                   |               |                   |             |                                                               |            |                            |                              |
| Next update due:    |      | October 2013                           |                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                    |                               |                     |                 |                     |                    |                |                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Low                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                            |                   |               |                   |             |                                                               |            |                            |                              |
| CDG/STP             | Area | Risk Number                            | Risk Name                                                                                              | Risk Description                                                                                                                                                                                                                                                                                                                                                                   | Date entered on risk register | Inherent Likelihood | Inherent Impact | Inherent Risk Score | Current Likelihood | Current Impact | Current Risk Score | Tasks to mitigate the risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Progress update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Progress of Mitigation Tasks BC Risks only | Target Likelihood | Target Impact | Target Risk Score | Target Date | Prospects of meeting the Target Risk Score by the Target Date | Risk Owner | Reviewed and/or updated by | Date of review and/or update |
| D                   | E&W  | RM12036                                | RM ETD E&W. Delays to achieving required Planning and Permitting associated with the Waste PFI project | Delays associated with planning and permitting for waste treatment site. Delays cost £100,000+ per week due to continued exposure to landfill costs. In the event that satisfactory planning permission is not obtained after contract award, alternative plans may have to be considered.                                                                                         | 01/03/2010                    | 4                   | 5               | 20                  | 4                  | 5              | 20                 | Secure satisfactory planning permission. Secure environmental permit. Observe a six week challenge period. Contractor to participate in Public Inquiry.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Permit provided by the Environment Agency August 2012. The planning committee considered the application on 29 June 2012 and resolved to grant permission. The Secretary of State (SOS) for Department for Communities and Local Government used powers under the Town and County Planning Order (2010) to call in the application on 30 August 2012. A Pre-Inquiry Meeting was held 28 November 2012 and the Public Inquiry started 26 February 2013 and lasted until 17 May 2013. The timetable was for the Inspector's report to be completed by 30 September 2013 and the SOS decision by 14 January 2014. A six week challenge period would follow any SOS decision. In the light of the scale of impacts caused by delays or failures, the impact scoring has been brought into line with other risks. This amended target date of 01/05/2014 reflects developments around the Public Inquiry process. |                                            | 1                 | 5             | 5                 | 01/05/2014  | Amber                                                         | Mark Allen | Joel Hull                  | 27/09/2013                   |
| D                   | E&W  | RM0199                                 | RM ETD E&W. Failure to divert waste from landfill                                                      | Increases in the tonnage of residual waste to landfill above projected tonnages would lead to additional costs arising from landfill gate fees and the landfill tax which is currently increasing at £8 per tonne each year to 2015 when it reaches £80.                                                                                                                           | 01/04/2007                    | 3                   | 5               | 15                  | 4                  | 4              | 16                 | <ul style="list-style-type: none"> <li>Residual waste disposal contracts - procure available treatments</li> <li>Support recycling initiatives</li> <li>Support and incentivise Waste Collection Authority kitchen waste collection</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Residual waste tonnage levels have not dropped as predicted. There were 210,969 tonnes of residual waste in 2011/12 managed under County Council contracts, and the latest figure for 2012/13 is around 209,300t. Levels have been reducing in previous years as recycling, reuse and minimization initiatives have been delivered but future prospects are uncertain. The 2013/14 disposal and treatment budget is based on a target assumption of 207,500t based on a 1% reduction from 2012/13 due to a new food waste collection service being delivered in King's Lynn and West Norfolk. However, the first prediction based on data for the first quarter is for 209,300 tonnes in 2013/14 to be managed under County Council contracts, i.e. more than projected.                                                                                                                                     |                                            | 2                 | 4             | 8                 | 01/04/2014  | Amber                                                         | Mark Allen | Joel Hull                  | 27/09/2013                   |
| C                   | E&W  | RM14113                                | RMCP ETD E&W. Failure in the delivery of the Willows Power and Recycling Centre                        | Failure in the delivery of the Willows Power and Recycling Centre leading to a contract termination would result in a financial impact to the County Council through the likely need for payment of compensation to the contractor, combined with the costs of securing and delivering alternative solutions and the loss of expected savings and potential for additional income. | 24/05/2013                    | 4                   | 5               | 20                  | 4                  | 5              | 20                 | <ul style="list-style-type: none"> <li>Monitor the Public Inquiry, Planning Inspectorate and Department for Communities and Local Government (DCLG) processes relating to the Call In</li> <li>Residual waste disposal contracts - keep existing extension options open and assess viable alternatives for medium term</li> <li>Work effectively with contractor and monitor their performance</li> <li>Work effectively with Defra</li> <li>Retain suitable internal resources and external specialist advisors</li> <li>Inspector's report on Inquiry, submitted to DCLG in September 2013</li> <li>Secretary of State decision on planning, expected by 14 January 2014</li> <li>Construction</li> <li>Commissioning</li> </ul> | <ul style="list-style-type: none"> <li>Contract awarded February 2012</li> <li>Environmental permit approved July 2012</li> <li>Resolution to grant planning permission given June 2012</li> <li>Planning decision called in by DCLG August 2012</li> <li>Public Inquiry ended 17 May 2013 and Inspector's report submitted to DCLG 30 September 2013</li> <li>Defra removed the Waste Infrastructure Grant on 18 October 2013 due to failure to secure planning in 24 months, ie by 10 June 2013</li> <li>Revised Project Plan to accommodate delay accepted 29 October 2013</li> <li>Waste - Contingency planning paper accepted by Cabinet 4 November 2013 which has been called in by Cabinet Scrutiny Committee on 19 November 2013.</li> <li>Secretary of State Decision due by 14 January 2014</li> </ul>                                                                                             |                                            | 2                 | 3             | 6                 | 01/04/2017  | Amber                                                         | Tom McCabe | Joel Hull                  | 05/11/2013                   |

|   |     |         |                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |            |   |   |    |   |   |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |   |   |   |            |       |                    |                    |            |
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| D | E&W | RM12031 | RM ETD E&W.<br>Failure by any contractor to provide contracted services for disposal or treatment of waste                 | Would result in higher costs for alternative disposal and possible disruption to Waste Disposal Authority's operation. The Waste Disposal Authority has contracts and Service Level Agreement arrangements with NEWS to provide acceptance, haulage disposal and/ or treatment functions. If any contractor is unable to provide a service for a significant period due to planning, permitting, fuel or weather related issues, the Authority may have to use alternative existing contracts which may cost more and require tipping away payments to be made to the Waste Collection Authorities where they are exposed to additional costs for transporting waste significantly out of their area. | 01/03/2010 | 3 | 3 | 9  | 2 | 4 | 8  | Liaison with all contractors and regulators and contingency planning.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Waste contracts include requirements for contingency plans. Contracted services include a mix of contractors.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 1 | 4 | 4 | 01/04/2014 | Green | Joel Hull          | Joel Hull          | 27/09/2013 |
| D | E&W | RM13969 | RM ETD E&W.<br>Failure to improve the energy efficiency of NCC operations or prepare for Carbon Reduction Commitment (CRC) | Failure to improve the energy efficiency of NCC operations or to prepare adequately for the Carbon Reduction Commitment (carbon trading) could lead to steeply rising energy bills, financial penalties under CRC. This would have a negative impact on Council's reputation for providing value for money and community leadership on climate change and carbon / energy reduction.                                                                                                                                                                                                                                                                                                                  | 31/07/2011 | 3 | 4 | 12 | 3 | 4 | 12 | Commission detailed schedule of technical improvements to buildings from NPS and submit timely bid for capital funds (Carbon and Energy Reduction Fund). Help NPS build strategic capacity to manage carbon reduction in buildings and ensure their carbon management role is embedded in Service Level Agreement. Appoint a project manager and establish project task force to manage preparations for CRC with detailed project plan produced and managed effectively. Secure revenue funds for staff posts from 09/10 onwards and purchase of allowances from April 2011. Identify areas not covered by CMP that will affect carbon performance under CRC e.g. all Norse Group operations and agree carbon reduction targets. Train Departmental Sustainability Officers on carbon reduction goals and embed carbon reduction targets into service planning & decision taking across the Council. Engage Senior Managers and Cabinet. Removal or sale of surplus properties, or those which need not be owned by NCC from the Council's portfolio will be a high priority to achieve by end March 2013, to enable a full year of savings to be applied. Analyse scope, benefits and capability to set a new stretch target to 2020. Project Management delivered through CERP Team, meeting approx. every other month. | The tax liability for this footprint, at a current tax of £12 / Tonne equates to £678,102. The forecast cost was £675,000. CERF Programme for 2013/14 must be condensed into early part of the year to ensure maximum benefit of the improvements towards the 2014 target. Overall on track to achieve 25% reduction targets - tracking of AMR and 1/2 hrly metering is showing a sustained reduction in consumption (weather-corrected) and costs. 40% (by 2020) reduction target agreed in principle by COG - business case being proposed to CROSP (15/10/13). Protracted cold weather into 2013 and a relatively cold summer 2012 will challenge absolute energy targets for this year. 2012/13 assessment underway and on track. CRC audit review (internal) concluded. CRC Report submitted and GHG report on target for completion. Annual report to CROSP (15/10/12) and Cabinet 04/11/12). NCC's CRC Footprint for 2012-13 was 56,499 Tonnes. Compared against the 2008-09 Baseline (94,632 Tonnes) the total carbon footprint sits at 10.6% below the starting point. To reach the 25% target, a further reduction of 13,673 tonnes is required. A range of actions across NCC services to maximise efficiencies throughout 2013/14 are in hand. Further report to COG, CROSP and Cabinet setting out a stretch target of 50% reductions by 2020 for non-schools services. | 2 | 3 | 6 | 01/04/2014 | Amber | Phil Bennett-Lloyd | Phil Bennett-Lloyd | 30/09/2013 |
| D | E&W | RM14054 | RM ETD E&W.<br>Failure by any contractor to provide contracted Recycling Centre Services                                   | If any contractor is unable to provide a part of whole service for a significant period then this would potentially result in higher costs for alternative disposal of materials and possible disruption to Waste Disposal Authority's operation.                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 25/05/2012 | 3 | 3 | 9  | 3 | 3 | 9  | Liaison with all contractors and regulators and contingency planning.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Recycling Centre contracts include requirements for contingency plans. Review of contingency plans with contractor. Contingency plans for busy weekends requested from contractor. Contract currently being updated for new Recycling Service Level Agreement from April 2014. Group business continuity project underway to update plans. Contingency plans developed for cold weather. Working with May Gurney to put a continuity plan in place for contractor hand over at the end of the new contract.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 1 | 2 | 2 | 01/04/2014 | Green | Kate Murrell       | Kate Murrell       | 30/09/2013 |

|   |     |         |                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |            |   |   |    |   |   |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |   |   |    |            |       |            |              |                      |
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| D | E&W | RM14114 | RM ETD E&W.<br>Failure to secure funding to deliver long term flood and coastal erosion risk management mitigation measures to areas affected in the long term by local and strategic flood and coastal erosion risk. | County Council has role to determine and disseminate local flood risk information to communities. There is a reputational risk in raising the profile of local flood risk, (as well as existing flood and coastal erosion risk), and not securing adequate long term mitigation through multiagency funding sources.<br>The Local Government Association modelling, based on current demographic pressures and budgetary restraints, shows a projection that by 2030 local authorities will only have enough funding to provide Adults and Children's social care. | 18/06/2013 | 4 | 4 | 16 | 4 | 4 | 16 | Develop and coordinate effective partnership arrangements to ensure every opportunity is taken to bid for funds to deliver Flood and Coastal Erosion Risk Management (FCERM) mitigation measures. Work with all Risk Management Authorities (RMAs) in Norfolk to identify, deliver and monitor a programme of partnership mitigation projects. Represent Norfolk's priorities through the development of a Local Flood Risk Management Strategy and attendance of Clirs at political forums e.g. Regional Flood and Coastal Committees (RFCC's) and the Norfolk Water Management Partnership Strategic Forum. Continue to manage the funding question and ensure that the issues and responsibilities are fully understood at a corporate level. | The Flood risk mitigation tasks are short to medium term measures in comparison to the long term risk. A number of the long term mitigation measures are outside the control of NCC such as climate change and Central Government spending policy. In the short term 4 bids have been submitted to RFCC Flood Defence Grant in Aid process and in support of Anglian Water Services Ltd Price Review 14 funding period. Work is currently underway to scope and support the development of a common works programme through the Local Flood Risk Management Strategy which will aim to report on and monitor investment in FCERM from the next financial year (2014-15).<br>3x Flood Investigation Reports endorsed by ETD OSP. Local Flood Risk Management Strategy and Surface Water Management Plans on target. Service review nearing completion.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  | 1 | 2 | 2  | 31/03/2030 | Green | Mark Allen | Graham Brown | 30/09/2013           |
| D | E&W | RM14057 | RM ETD E&W.<br>Failure to establish Sustainable Drainage Systems (SuDS) service to fulfil statutory duties                                                                                                            | Preferred Sustainable Drainage Systems (SuDS) service delivery option may not be able to be established in time to meet statutory duties by the required start date, currently April 2014. This would be a breach of council duties under Flood and Water Management Act, increased flood risk, lead to appeals from customers as failure to determine application within timescale triggers automatic refusals.                                                                                                                                                   | 30/06/2012 | 4 | 5 | 20 | 3 | 5 | 15 | Develop contingency solution integrating SuDS services within existing areas of ETD and through utilising strategic partnership arrangement where appropriate. Develop contingency of operating a risk based approach to the SuDS approval process.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | SuDS Service Design is a corporate project on Norfolk Forward Programme. Cabinet approved all recommendations in Service Delivery Report to Cabinet on 3 September 2012. Minister recently (January 2013) highlighted planned commencement date of April 2014. Defra have set up working groups to review guidance, definitions and financing for maintenance with policies going before committee in July 2013. Target date reflects outcomes from Strategic Forum and greater certainty from Defra on commencement dates and formal guidelines / regs. Reasonable prospects of delivering in-house service for County related planning matters. Feedback from the Strategic forum on 19 March 2013 and Leaders meeting on the 26 March 2013 has indicated that 3 districts would like to deliver the SuDS service at Local Planning Authority Level with the rest of the Local Planning Authorities hosting officers. NCC are awaiting formal confirmation. A Heads of terms and draft specification for the delivery of a SuDS service; is being drawn up in order to delegate a SuDS service to LPA's and deliver in-house service. Financial model to review service costs vs. income for different scenarios examined at project board. ETD Groups assessing resources and delivery mechanisms for each service area involved. Priority actions agreed by Project Board for the forthcoming period, taking into account what and when guidance from Defra will be published. No update or guidance from Defra published to date. |  | 2 | 5 | 10 | 01/10/2014 | Amber | Mark Allen | Graham Brown | 30/09/13 - no change |
| D | E&W | RM14058 | RM ETD E&W.<br>Failure to deliver flood and coastal erosion risk management measures to areas affected by local and strategic flood and coastal erosion risk.                                                         | County Council has a new role to determine and disseminate local flood risk information to communities. There is a reputational risk in raising the profile of local flood risk, (as well as existing flood and coastal erosion risk), and not securing adequate mitigation through multiagency funding sources. There are also wider impacts on communities such as the availability of insurance.                                                                                                                                                                | 30/06/2012 | 2 | 3 | 6  | 2 | 3 | 6  | Develop and coordinate effective partnership arrangements to ensure every opportunity is taken to bid for funds to deliver Flood and Coastal Erosion Risk Management (FCERM) mitigation measures. Work with all Risk Management Authorities (RMAs) in Norfolk to identify, deliver and monitor a programme of partnership mitigation projects. Represent Norfolk's priorities through the development of a Local Flood Risk Management Strategy and attendance of Clirs at political forums e.g. Regional Flood and Coastal Committees (RFCC's)                                                                                                                                                                                                  | Secured 20k through Flood Defence Grant in Aid (FDGIA) for 2013-14. This will fund further work for Norwich Surface Water Management Plan actions. Ensure adequate evidence supports bids made for third party monies. Continue developing and supporting the Norfolk Water Management Partnership and its associated sub-groups. Strategic Political Forum established. New members to be appointed to Regional Flood and Coastal Committees. Develop a draft of Norfolk's Local Flood Risk Management Strategy (LFRMS) with partner organisations. Produced LFRMS update publication for public/strategic forum on behalf Cabinet Member. Drafting of Strategy on-going and in process of commissioning Strategic Environmental Assessment, Sustainability Appraisal & Habitat Regulation Assessment. Target date extended to take account of statutory processes. On-going delivery of Surface Water Management Plans. First Flood Investigations due for publication 23 July through ETD OSP, consenting and enforcement cases on-going. Numbers of cases of flooding increasing in-line with adverse weather conditions in March. As of end of July - SEA scoping report drafted and subject to amendments in hand. Member briefing completed 16/09/13.                                                                                                                                                                                                                                                                           |  | 1 | 2 | 2  | 01/11/2013 | Green | Mark Allen | Graham Brown | 30/09/2013           |

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| C | Hways | RM0201  | RMCP. Failure to implement Norwich Northern Distributor Route (NDR) and the Postwick Hub junction improvement                                      | <p><b>NDR</b><br/>Failure to implement the NDR would result in the inability to implement significant elements proposed in the Norwich Area Transport Strategy (NATS) Implementation Plan including pedestrian enhancements in the city centre, public transport improvements (including some Bus Rapid Transit corridors), traffic management in the suburbs, reductions in accidents and would result in an increase in congestion affecting public transport reliability. It would also result in a reduction in our capacity for economic development and negatively impact on Norfolk County Council's reputation.<br/>Inability to deliver the NDR will also affect the growth planned as part of the Joint Core Strategy (JCS).</p> <p><b>Postwick Hub</b><br/>The impact of an unsuccessful Public Inquiry on Postwick Hub Junction Side Road Orders (considered necessary by Government Office) will potentially affect the viability of the NDR and the benefits set out in relation to its delivery. It will also result in a failure to deliver immediate growth in employment and some housing development. In addition, the P&amp;R extension is not possible without the completion of Postwick Hub</p> | 01/04/2005 | 3 | 4 | 12 | 3 | 4 | 12 | <p>• Following confirmation of funding, complete work required by DfT to regularly report on-going project progress for the NDR and Postwick Hub to maintain funding allocation. Work on Nationally Significant Infrastructure Projects (NSIP) process for delivery of necessary Development Consent Orders for NDR.</p> <p>• Work with Highways Agency to finalise the processes for Secretary of State approval for the side &amp; slip roads orders for Postwick Hub. Begin processes to prepare construction phase of the Hub.</p> <p>• Respond as necessary to the outcome of the JCS legal challenge decision by the High Court. One element of the challenge was the NDR and the outcome of the decision was that the NDR is acceptable within the baseline of the JCS. However, there was a requirement to remedy an issue in relation to the Sustainability Appraisal and this still needs to be resolved by working with legal teams and GNDP team. JCS re-examination on remitted text completed in May, but further hearing was held in July 13. Revised text proposed by the Inspector is out to consultation and Inspectors report expected in Nov 13.</p> <p>The Transport Secretary announced on the 26 October 2012 that the NDR has been included in a 'Development Pool' of schemes. DfT have now reconfirmed funding for the NDR and Postwick Hub (max contribution of £86.5m). However the funding cannot be drawn down for the NDR until 'Full Approval' stage, which follows completion of statutory processes (planning consent and orders). Cabinet (3 December 2012) approved the option to utilise the Nationally Significant Infrastructure Projects (NSIP) route for the planning process. This consolidates the planning/land CPOs/highway Orders into one process overseen by the Planning Inspectorate. This provides more confidence in the timescales to deliver the NDR, with the potential to commence construction in the Spring of 2015 and open the NDR in 2017. DfT have completed consulting on changes to the NSIP criteria and changes to the Planning Act have been made, which affect the NDR, and this has been resolved with DfT through a Section 35 application and the Secretary of State has confirmed the NDR is of national significance. The Joint Core Strategy was adopted by all Councils on 22 March 2011. A legal challenge to the JCS was received and was heard in the High Court on 6/7 December 2011. Mr Justice Ouseley handed down his judgement on 24 February 2012 and has ruled that the inclusion of the NDR in the JCS is effectively sound as it should be included in the baseline model for future development and also that it is embedded within existing policies such as the East of England Plan, the Norwich Area Transport Strategy (NATS) and the Local Transport Plan.</p> <p>Planning consent was reconfirmed 18 Oct 2011. Public Inquiry for Postwick Hub Side Roads Orders had been postponed from its planned start date of 25 September 2012 and was rescheduled to start on 3 July 2013, and is now completed. The Inspectors report and the Secretary of State confirmation of the Orders are now awaited - expected mid-October 13. This is the last step in the statutory process and assuming successful will mean construction starting early 2014 following draw down of £19m DfT Development Pool funding.</p> | 2                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 4 | 8 | <p><b>NDR</b><br/>01/11/2017<br/><b>Postwick Hub</b><br/>01/06/2015</p> <p><b>Amber</b></p> | Tom McCabe | David Allfrey | 08/10/2013      |                 |            |
| D | EDS   | RM14035 | RM ETD EDS. Insufficient funding to support housing/job growth as set out in the Greater Norwich Development Plan (GNDP) Joint Core Strategy (JCS) | The cost of infrastructure required to support the delivery and implementation of the GNDP Joint Core Strategy exceeds the funding streams.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 30/04/2012 | 4 | 3 | 12 | 4 | 3 | 12 | Each element of infrastructure to be prioritised / phased / assessed in order to determine sources of funding / financing scenarios                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Exploring all central Government opportunities to gain funding support and all local sources of funding to prepare an Investment Plan and Funding Strategy. The Greater Norwich City Deals bid, submitted in January 2013, was approved by central Government, the key elements of the deal will be presented to Ministers in September 2013 [date to be confirmed]. If Ministers agree the proposals work will continue to negotiate to Deal with Government. | 2 | 3 | 6                                                                                           | 31/03/2014 | <b>Green</b>  | Sandra Eastaugh | Sandra Eastaugh | 01/10/2013 |
| D | TTS   | RM14052 | RM ETD TTS. Shortfall in funding for the concessionary travel scheme for 2014/15                                                                   | There is an annual shortfall in funding of at least £5m due to the distribution of grant, leading to pressure on other budgets and possible service cuts. A 'fixed pot' has secured a good outcome until 2014, but the future is uncertain.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 01/05/2012 | 3 | 3 | 9  | 3 | 3 | 9  | Continue to lobby government for fairer funding through the formula grant review. Work with operators to mitigate their reduced funding in other areas of the business. Raise MP's awareness of the consequences.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Formula grant consultation changes confirmed, which nets NCC an additional £1.2m from April 2014. Spending review protects transport funding, so situation should not get worse.                                                                                                                                                                                                                                                                               | 2 | 3 | 6                                                                                           | 01/04/2014 | <b>Green</b>  | Tracy Jessop    | Tracy Jessop    |            |
| D | TTS   | RM14048 | RM ETD TTS. Park & Ride subsidy not able to be reduced to an acceptable level.                                                                     | Comes from an inability to influence parking charges in Norwich city centre, generate more income and further reduce costs, which leads to a pressure on the local bus budget and may mean some sites have to close.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 01/05/2012 | 3 | 3 | 9  | 3 | 3 | 9  | Work with the City Council to agree a strategic car parking/charging agreement. Investigate ways to reduce business rates, which could include charitable status. Work with stakeholders, like businesses, to encourage contributions to operating costs. Use customer intelligence to target extra patronage and undertake a targeted marketing campaign. Investigate other ways to reduce costs or increase income.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Parking review for Norwich City street and off-street parking commissioned. Better Bus Area will focus on commuter travel planning with 100+ businesses. Smart ticketing to begin in October 2013. new charges agreed at Cabinet on 5/8/13.                                                                                                                                                                                                                    | 2 | 2 | 4                                                                                           | 01/04/2014 | <b>Amber</b>  | Tracy Jessop    | Tracy Jessop    |            |

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| C | PP | RM14098 | RMCP Incident at key NCC premises or adjacent causing loss of access or service disruption | The risk that fire, flood or structural damage could cause disruption for services due to loss of the building or loss of access to the building |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |       |  |  |  |  |  |  |
|   |    |         |                                                                                            |                                                                                                                                                  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <p><b>BCPR001</b><br/> <b>John Ellis - 01.06.2013</b><br/>           To ensure a corporate approach to work area recovery is agreed.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p><b>Update April 2013:</b> Work underway to review requirements of corporate WAR and determine planning arrangements for this. BIA review work will feed into this as will provide detailed lists of WAR sites for teams/depts. to allow for cross-referencing.<br/> <b>Update May 2013:</b> Work underway to review key NCC sites and associated requirements to enable new assessment of corporate requirements to take place.<br/> <b>Update July 2013 -</b> Progress being made.<br/> <b>Update August 2013:</b> Progress continues. WAR sites being visited. Engaged in County Hall Strategic Repair Project. BIA's results currently being analysed.<br/> <b>Update September 2013:</b> Assessments begun of existing NCC key premises and WAR requirements in order to progress new Corporate WAR proposal.</p> | Amber |  |  |  |  |  |  |
|   |    |         |                                                                                            |                                                                                                                                                  |  | <p><b>BCPR002</b><br/> <b>Steve Grundell - 01.12.2012</b><br/>           Where appropriate establish "buddy relationships between providers" i.e. between Care Homes (adult), which may include non-public sector providers.</p>                                                                                                                                                                                                                                                                                                                        | <p>Some work has been completed within this area, it is thought that this can be built into promotional activities in the future as well as further work in ensuring services build this in when developing their plans.<br/> <b>Update April 2013:</b> work underway to produce a BC briefing sheet for Community Services to share with care providers.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Green                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |       |  |  |  |  |  |  |
|   |    |         |                                                                                            |                                                                                                                                                  |  | <p><b>BCPR004</b><br/> <b>Andrew Crossley - 01.12.2012</b><br/>           Ensure premises managers are in place and that they are aware of Business Continuity</p>                                                                                                                                                                                                                                                                                                                                                                                      | <p>Training materials now include information on EP/BC responsibilities; however Premises Managers are not in place for all premises.<br/> <b>Update May 2013:</b> work still to be progressed around this to develop role profile and link in with training. In the interim this Resilience Team will produce a generic briefing sheet around BC to be circulated to PMs and used as a basis for training input.<br/> <b>Update August 2013:</b> evacuation signs were erected however vandalised the same day and therefore requirements are being re-assessed. evacuation procedural documentation awaiting review by NPA. Report being produced by NPS following planned evacuation exercise on 14.07.2013.<br/> <b>Update September 2013:</b> C2 capabilities still to be assessed and work taking place to allow premises managers access to update details.</p> | Red                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |       |  |  |  |  |  |  |
|   |    |         |                                                                                            |                                                                                                                                                  |  | <p><b>BCPR005</b><br/> <b>Adrian Blakey - 01.12.2012</b><br/>           Ensure robust out of hours arrangements for all premises access in the event of an incident exist.</p>                                                                                                                                                                                                                                                                                                                                                                          | <p>In the short term, proposals for out-of-hours cover have been documented by NPS and agreed, this builds on existing arrangements, it includes all corporate properties not just County Hall. In the longer term this issue will be addressed by the NPS SLA. Also includes out of hours contacts for premises managers and key holder details.<br/> <b>Update May 2013:</b> Published SLA still awaited, currently being priced up however will be subject to further review as a result of Enterprising Solutions work therefore boundaries of agreement will be subject to change again.<br/> <b>Update August 2013:</b> Still awaiting finalised SLA publication. Issue linked to contactability of premises managers and the wider issue of NPS out of hours arrangements.</p>                                                                                  | Amber                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |       |  |  |  |  |  |  |
|   |    |         |                                                                                            |                                                                                                                                                  |  | <p><b>BCPR006</b><br/> <b>Andrew Crossley - 01.12.2012</b><br/>           Ensure an assessment is made on the resilience of existing and future premises particularly during those projects which are considering further investment in particular premises. Ensure that risks are appropriately assessed and business continuity is considered when decisions are made regarding NCC assets, particularly regarding locations of services, their criticality, future threats/vulnerabilities to buildings and the longer term future of properties</p> | <p>All projects should include the consideration of the risks individual premises face. BCM should be considered as part of any property changes.<br/> <b>Update November 2012</b><br/>           There is a premises record in existence which allows consideration of BC issues when assessing properties. Consideration of a NCC property changes checklist for new properties however considered that risks have been greatly reduced due to the contracting of NCC premises.</p>                                                                                                                                                                                                                                                                                                                                                                                  | Green                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |       |  |  |  |  |  |  |

|  |  |  |  |  |            |   |   |   |   |   |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |       |   |   |   |            |       |            |            |            |
|--|--|--|--|--|------------|---|---|---|---|---|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|---|---|---|------------|-------|------------|------------|------------|
|  |  |  |  |  | 01/04/2013 | 3 | 3 | 9 | 3 | 3 | 9 | <p><b>BCPR007</b><br/> <b>Graham Wray - 01.04.2013</b><br/> To ensure evacuation procedures are in place which minimise disruption and support recovery.</p> <p>NCC premises have well rehearsed evacuation arrangements. It is vital that the evacuation arrangements support continuity so that if the building was not accessible for a sustained period of time critical activities would not be disrupted. Once County Hall arrangements have been reviewed revised guidance could be issued to other premises.<br/> <b>Update May 2013:</b> still preparing to changes in procedures including new signage for departmental assembly points. Signs have been purchased and are awaiting installation.<br/> <b>Update August 2013:</b> evacuation signs were erected however vandalised the same day and therefore requirements are being re-assessed. evacuation procedural documentation awaiting review by NPA. Report being produced by NPS following planned evacuation exercise on 14.07.2013.<br/> <b>Update September 2013:</b> new signage was erected but unfortunately vandalised the same day and had to be removed so further assessments need to be made of the available options. Still awaiting updated evacuation guidance from NPS.</p>                                                                                                                                                                                                                                                   | Red   | 3 | 2 | 6 | 01/04/2014 | Amber | Tom McCabe | John Ellis | 07/10/2013 |
|  |  |  |  |  |            |   |   |   |   |   |   | <p><b>BCPR008</b><br/> <b>Andrew Crossley - 01.12.2012</b><br/> Ensure we are able to geographically plot all NCC buildings/buildings which house NCC staff/activities with critical information about the building i.e. infrastructure, environmental threats, out-of-hours contacts etc.<br/> Ensure we have accurate data sets, avoid duplication and that data held meets the current needs of both NPS and NCC.</p> <p>A paper has been written and has gone to Amanda Gray and Paul Brittain. Paper outlines the requirements to hold NCC property data corporately. Also recommends a strategic review of this area due to the many issues which exist. Andrew Crossley is now implementing recommendations and liaising with the GIS team/NPS and C2. This is also going to be picked up within the CLA proposal/SLA.<br/> Having this data stored &amp; managed corporately would save the authority a significant amount of time &amp; effort. There are at least 6 property lists across the authority being maintained that we are aware of.<br/> Await confirmation of date NPS will complete work.<br/> <b>Update May 2013:</b> NMB and C2 are being used to make available the attributes directed under the transparency agenda set by central government. A working groups being set up by AC to develop property and data sets, resilience team to be included within this.<br/> <b>Update September 2013:</b> all care home data has now been mapped into NMB with corresponding details.</p> | Green |   |   |   |            |       |            |            |            |
|  |  |  |  |  |            |   |   |   |   |   |   | <p><b>BCPR009</b><br/> <b>Andrew Crossley - 01.04.2013</b><br/> To create an alternative exit for CH for use in emergency.</p> <p>Land has been cleared, instruction provided not to re-let mobiles blocking exit, Highways are happy. Currently being reviewed by planners to provide planning permission. August 2012.<br/> <b>Update May 2013:</b> Consultation work has been undertaken with Norwich City with a report being submitted to City Cabinet in June 2013 around the proposals for the alternative exit and documenting viability of other options e.g. Harriett Court. Once result has been returned a re-application of the original request can be made (noted: Harriett Court option is too cost prohibitive to progress). Johnny Green in NPS is lead officer on this.<br/> <b>Update August 2013:</b> Awaiting results of consultation with Norwich City Council before work on further submissions can be undertaken - being chased by AC.<br/> <b>Update September 2013:</b> this has been highlighted as a significant risk to NCC due to the strategic repair of County Hall. report went to Norwich City for consultation with cabinet which was due July 2013 but has now been postponed until November 2014. Results from this need to be obtained prior to resubmission of planning documents for consideration.</p>                                                                                                                                                                | Red   |   |   |   |            |       |            |            |            |
|  |  |  |  |  |            |   |   |   |   |   |   | <p><b>BCPR011 - agreed 28.06.2013 by BCMB</b><br/> <b>Colin Wilson / Adrian Blakey &amp; Lindsey Roue - 01.12.2013</b><br/> Ensuring BC is embedded into the process and thinking around the County Hall Strategic repair project (including attendance at meetings, input into reports, consideration when planning office moves and communications)</p> <p><b>Update October 2013:</b> Resilience team involved in planning for power outage on 07.09.2013 and will be involved in future instances. Areas need to be developed around BC integration into Workstyle planning and considerations as well as information sharing on planning works / changes to office use configuration to ensure BC plans and procedures are kept up to date.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Amber |   |   |   |            |       |            |            |            |
|  |  |  |  |  |            |   |   |   |   |   |   | <p><b>BCPR012 - agreed 28.06.2013 by BCMB</b><br/> <b>Andrew Crossley - 01.12.2013</b><br/> Notification to the Resilience Team to be made when there are NCC property closures / changes implemented - to ensure BC implications can be</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |       |   |   |   |            |       |            |            |            |





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|------------|---|---|----|---|---|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|---|---|---|------------|-------|--------------|--------------|------------|--|
| 01/04/2013 | 2 | 5 | 10 | 2 | 5 | 10 | <p><b>BCE016</b><br/> <b>Andrew Crossley / Lindsey Spinks / Ann Hacon - 01.04.2013</b><br/> Business Continuity Overview Training: Premises Manager Training</p>                                                                                                                                                                               | <p>H&amp;S run a premises manager course. Currently no cross departmental joined up premises manager training in place.<br/> <b>Update April 13:</b> bitesize training has been reviewed by the Resilience Team - to be made available for use as required by departments. To review and tailor as required for premises manager training.<br/> <b>Update September 2013:</b> this is linked to BCPR004 and is stalled awaiting procedures around this to be established.</p>                                                                                                                                                                                                                                                                                                                                                                                                                               | Amber | 2 | 3 | 6 | 31/03/2014 | Amber | Mike Jackson | Lindsey Roue | 07/10/2013 |  |
|            |   |   |    |   |   |    | <p><b>BCE018</b><br/> <b>Lindsey Spinks - 01.03.2013 - 01.07.2013 proposed new date</b><br/> Establishment of a new Resilience Reps Group to facilitate embedding BC practices (collaboration of previous DEPLO and BC Reps Groups)</p>                                                                                                        | <p>ToR for the group agreed by BC Management Board 03.12.2012 and request made to nominate representatives.<br/> <b>Update Feb 13'</b> : low update of nominations has meant the group has not yet been established and initial meeting taken place. A number of other risks are dependent on this group to be functioning in order to be progressed.<br/> <b>Update April 2013:</b> Work progressing around this however responses still mixed. Meeting / training programme being developed ready for implementation.<br/> <b>Update August 2013:</b> Work has been stalled due to varied uptake / nominations but meetings being arranged and training plan developed for new reps.<br/> <b>Update September 2013:</b> Full list of Reps nearly achieved, meetings to be diarised and training to commence</p>                                                                                           | Amber |   |   |   |            |       |              |              |            |  |
|            |   |   |    |   |   |    | <p><b>BCE020</b><br/> <b>Resilience Reps / Resilience Team - (new date of 01.12.2013)</b><br/> Ensure key processes are documented and "process maps" written for critical activities, enabling others who are less familiar with tasks to complete or support activities. Note: Linked to RM14084 on Information Management Risk Register</p> | <p>Guidance produced by Corporate Records Management refers to this; however this has not been embedded across services consistently.<br/> <b>Update April 2013:</b> this work should be taken forward with assistance of Resilience Reps with guidance/assistance from the Resilience Team and can be focussed around the BIA review and the re-affirming of critical activities.<br/> <b>Update August 2013:</b> This work will take place following outcome of BIA review<br/> <b>Update September 2013:</b> work to be led by Resilience Team with provision of checklists for teams to be made available on the intranet to assist with process mapping.</p>                                                                                                                                                                                                                                           | Green |   |   |   |            |       |              |              |            |  |
|            |   |   |    |   |   |    | <p><b>BCE021</b><br/> Resilience Reps / Resilience Team (new date 01.12.2013)<br/> Where services can continue without IT, "manual workarounds" should be documented.</p>                                                                                                                                                                      | <p>Corporate records management are reviewing their guidance documents and will emphasise the importance of this. We need to work with departmental BC reps to identify resources for manual workarounds, but some process analysis is probably needed first. DS 06.01.12.<br/> <b>Update April 2013:</b> to be progressed by Resilience reps with assistance of the Resilience Team and can be focussed around the BIA review and the re-affirming of critical activities.<br/> <b>Update October 2013:</b> work to be led by Resilience Team with provision of checklists for teams to be made available on the intranet to assist with process mapping.</p>                                                                                                                                                                                                                                              | Green |   |   |   |            |       |              |              |            |  |
|            |   |   |    |   |   |    | <p><b>BCE022</b><br/> <b>Departmental Reps - 01.04.2013 - New lead/date to be determined</b><br/> Ensure guidelines are followed for example essential documentation is stored securely and safely (i.e. fire proof safe) and more than one person (where appropriate) has access to materials and passwords.</p>                              | <p>Guidance has been provided but is not being followed across departments. Policies regarding this need to be emphasised across services. We will be taking action to address recently upgraded risks relating to security of personal data and will look at where similar action is needed for other types of information at the same time. DS 06.01.12.<br/> <b>Update November 2012:</b><br/> NCC project to implement the new ECMS will go some way to standardising information storage online. Resilience Reps to promote within departments.<br/> <b>Update August 2013:</b> To be followed up as part of the BIA follow on work<br/> <b>Update October 2013:</b> this work is to tie in with the new Information Management Shared Service. Lindsey Roue to liaise with this unit around sharing of information, access to reps contact details, and incorporation of BC advice into messages.</p> | Green |   |   |   |            |       |              |              |            |  |

**BCE023 (Moved 12/03/13)**  
Now Resilience Reps / resilience team (new date 01.12.2013)  
Copies of essential documentation particularly for critical activities are kept separate from originals. (including consideration of storage at suitable WAR locations)  
**Note:** now includes BCE024

**Deirdre Sharp - 01.04.2013** - Now Resilience Reps / resilience team (new date 01.12.2013)  
Guidance has been provided but is not being followed across departments. Policies regarding this need to be emphasised across services. We are looking at arrangements for storing originals of contracts and other records where for day-to-day purposes working copies, preferably electronic, are sufficient, as we implement a single storage contract in 2012. DS 06.01.11  
**Update April 2013:** corporate guidance around documentation handling is available. Resilience Reps with assistance from Resilience Team to progress this for team/service areas. BIA review will assist in re-affirming critical activities.  
**Update October 2013:** this work is to tie in with the new Information Management Shared Service. Lindsey Roue to liaise with this unit around sharing of information, access to reps contact details, and incorporation of BC advice into messages.

Green

## Service and Financial Planning 2014/17

Report by the Director of Environment, Transport and Development

### Summary

This paper sets out the financial and planning context for the authority and gives an early indication of what this means for Environment, Transport and Development Service (ETD).

It highlights specific known impacts of new national policy initiatives which are likely to affect the way the Service carries out its business and plans its future priorities. It sets out proposals for changing service delivery currently being consulted on, along with identified efficiency savings which have been identified by Officers and Members in order to meet the funding gap.

On 2nd September Cabinet agreed the projected funding gap for planning purposes of £189m over the three year period 2014-17. This is based on assumptions for additional cost pressures facing services and a reduction in Government funding taking into consideration the latest information from Department for Communities and Local Government (CLG).

### Action Required

Members are asked to consider and comment on the following:

- The revised service and financial planning context
- The revised spending pressures and savings for the Environment, Transport and Development
- The updated capital schemes and announcements relevant to Environment, Transport and Development

Members are also invited to identify further ideas to achieve additional revenue budget savings and reduction in unsupported borrowing costs in relation to delivering the capital programme.

## 1. Background

1.1. On 19th September the County Council launched the Putting People First consultation about future focus for Council spending. The context for the consultation is the Council's need to bridge a predicted funding gap over the next three years and a desire to focus council spending on areas that will support or lead to;

- Excellence in education
- Real jobs – leading to sustainable employment throughout Norfolk
- Good infrastructure

- 1.2. A report to Cabinet on 2nd September confirmed that the projected funding gap for planning purposes should be increased from £182m to £189m over the three year period 2014/17 based upon information from the Department of Communities and Local Government (CLG).
- 1.3. This paper updates Panel on the financial and planning assumptions agreed by Cabinet in September and detailed information on the way in which ETD will seek to meet these.

## 2. Financial prospects

- 2.1. The context for the County Council’s three-year planning was set out by Cabinet in its report in August 2013, when it also confirmed a vision for Norfolk called ‘Putting People First’ which aims to achieve a better, safer future, based on education, economic success and listening to local communities.
- 2.2. Our financial strategy which underpins these elements is:
  - Faster and greater service innovation and transformation helping to squeeze further savings and efficiencies from improved processes. Investing to save where necessary to make this happen.
  - Continuing to drive down costs across the board.
  - Rationalising assets and property. Working closely with others to develop and implement new shared arrangements that save money and take account of the wider social and economic impact of any option for change.
  - Utilising and releasing land where we can to build new homes (subject to sound business cases).
  - Investing in the economy – and by doing so, helping build skills and create real and sustainable jobs.
  - Using new technology to help improve services and release savings and take account of changing customer expectations and practice.
  - Collaboration with others across the public sector, especially colleagues in the NHS, to achieve the most effective use of public monies and better outcomes for Norfolk people.

## 3. Revenue Budget

- 3.1. Our current projection of the overall shortfall is £189m over the three years 2014/17. This is in line with the planning assumptions of additional cost pressures reported to Cabinet in August and the latest forecasts of Government funding reported to Cabinet in September.

| <b>Table showing provisional forecast of funding gap for 2014-17</b> |                       |                |                |
|----------------------------------------------------------------------|-----------------------|----------------|----------------|
|                                                                      | <b>Financial Year</b> |                |                |
|                                                                      | <b>2014-15</b>        | <b>2015-16</b> | <b>2016-17</b> |
|                                                                      | <b>£m</b>             | <b>£m</b>      | <b>£m</b>      |
| Pay award                                                            | 2                     | 2              | 2              |
| Inflation                                                            | 10                    | 10             | 10.5           |
| Legislation and other                                                | 6                     | 4              | 7.5            |
| Demand                                                               | 11.5                  | 11.5           | 11.5           |
| Budget decisions                                                     | 9                     | 0              | 0              |

|                                         |               |               |               |
|-----------------------------------------|---------------|---------------|---------------|
| Funding Reduction                       | 28            | 39            | 24.5          |
| Forecast funding gap (August 2013)      | <b>66.5</b>   | <b>66.5</b>   | <b>56</b>     |
| Savings in consultation                 | <b>(64.7)</b> | <b>(41.1)</b> | <b>(34.2)</b> |
| Assumed use of Council Tax Freeze Grant | <b>(3.0)</b>  | <b>(6.0)</b>  | <b>6.0</b>    |
| (Headroom) / Shortfall                  | <b>(1.2)</b>  | <b>19.4</b>   | <b>27.8</b>   |

3.2. We have received more information about the additional £2bn monies due to be transferred to local government from health in 2015/16. A Joint Statement issued by the LGA and NHS England on August 7 sets out plans for a total funding pot of £3.8bn nationally to be pooled for health and social care services to promote closer joint working in local areas on a plan agreed between the NHS and local authorities. It is proposed that the pooled fund be called the 'Health and Social Care Integration Transformation Fund.' Work is ongoing to develop in more detail how the pooling arrangement will work and some of the funding will be performance related.

3.3. The total savings outlined in the consultation total £140m and with use of the Council Tax Freeze Grant there is a £46m shortfall to meet the forecast funding gap for 2014-17. Further savings will be required to deliver a balanced budget for 2015-16 and 2016-17 and additional ideas are sought as part of the budget consultation process. Members of this Panel are also requested to provide both views on the current budget proposals and also additional ideas for further potential budget savings.

#### 4. **Capital Programme**

4.1. To date, there has been no detailed capital allocations for local government in relation to capital spending in 2015-16, however, the Government has set out high level capital spending plans within its Investing in Britain's Future paper. In real terms the Government is expecting to increase capital expenditure nationally by 1.3% in 2015-16, however, this will predominately be focused on specific transport and infrastructure projects. In addition £2billion will be used to create a new Single Local Growth Fund, which will be the responsibility of the Local Enterprise Partnership.

4.2.

| <b>Table showing Capital Programme 2014-17</b> |                       |                |                |
|------------------------------------------------|-----------------------|----------------|----------------|
|                                                | <b>Financial Year</b> |                |                |
|                                                | <b>2014-15</b>        | <b>2015-16</b> | <b>2016-17</b> |
|                                                | <b>£m</b>             | <b>£m</b>      | <b>£m</b>      |
| <b>Total Capital Programme</b>                 | <b>115.779</b>        | <b>41.832</b>  | <b>TBC</b>     |
| Funding of Programme                           |                       |                |                |
| Capital receipts                               | 3.000                 | 3.000          |                |
| Unsupported borrowing                          | 20.651                | 17.127         |                |
| Specific internal funding                      | 0.456                 | 0.000          |                |
| External grants & contributions                | 91.672                | 21.705         |                |
|                                                | <b>115.779</b>        | <b>41.832</b>  |                |
| Interest on borrowing 2013-14 @ 4.75%          | 2.118                 |                |                |
| Interest on borrowing 2014-15                  |                       | 1.033          |                |

|                                                         |              |              |              |
|---------------------------------------------------------|--------------|--------------|--------------|
| @ 5%                                                    |              |              |              |
| Interest on borrowing 2015-16<br>@ 5.5%                 |              |              | 0.942        |
| Minimum Revenue Provision                               | 1.115        | 0.516        | 0.428        |
| <b>Revenue impact from previous<br/>years borrowing</b> | <b>3.232</b> | <b>1.549</b> | <b>1.370</b> |
| <b>Cumulative revenue impact</b>                        |              | <b>4.781</b> | <b>6.151</b> |

- 4.3. The use of borrowing has a direct revenue cost and the financial strategy has been to reduce the amount of borrowing undertaken by Norfolk County Council in recent years. As part of the overall budget review, members views are also sought on further ways to reduce unsupported borrowing and therefore bring down the revenue implications of necessary capital spend.
- 4.4. Since 2011-12, Government support for capital funding has been via capital grant the majority of which is not ringfenced. So far, the following indicative future year capital grant announcements have been received.

|                    | 2014-15<br>£m |
|--------------------|---------------|
| Highways           | 28.760        |
| Education          | Note 1 below  |
| Community Services | 2.292         |
| Fire               | 1.413         |

Note 1: On 1 March 2013 a Basic Need capital grant of £32.271m was announced covering two financial years. There will be no further allocation of Basic Need grant for 2014-15. Pro rata, the grant is equivalent to £16.13m for each of 2013-14 and 2014-15.

## 5. **Service specific context**

- 5.1. The following covers the main priorities for Environment, Transport and Development that will form the basis of service planning and budget proposals for 2014/17.
- 5.2. In general terms, these have remained consistent, but continued reduction and uncertainty around future funding means that the department recognises the need to remain flexible and responsive to new challenges. The variety of services delivered by the Department means that a wide range of customers are affected by what and how we take forward the work we do, therefore the proposals (shown in appendix A) represent a cross cutting approach to meeting budget pressures.
- 5.3. The overarching context for service delivery in ETD will continue to deliver on cross cutting issues such as economic development, the environment, accessibility and improving infrastructure. Responsibility for such a wide agenda means that services also have the ability to influence the council's wider role within the community.
- 5.4. ETD will continue to support the Economic Growth Strategy for Norfolk agreed in 2012 to deliver its five key themes; to provide support for growth and removing infrastructure constraints, to help businesses to start up and grow, to improve perceptions of Norfolk's business offer and secure inward investment, to address

Norfolk's skills and employability challenges and to provide fair access to the public sector.

- 5.5. Enabling services to become more commercial in their approach where possible is a strong driver across the proposals with some existing services seeking customer views on charging for them. Important links between the public and private sector already exist within ETD but we will continue to explore ways in which these can be strengthened. Contract arrangements through the highways strategic partnership from 2014 with Lafarge Tarmac and Mouchel include significant financial savings dependent upon performance.
- 5.6. Balancing increasing demand and the most efficient approach to highway maintenance continues to be a challenge. Lower budgets have meant that the maintenance strategy has been aimed at holding condition as far as possible but customer information indicates that net satisfaction has declined, which reflects the overall national picture in relation to the quality of roads.
- 5.7. A priority for ETD will be to continue to explore ways in which we can improve transport choices for individuals and business. This will include progressing improvements made possible through £2.6m of additional Government funding for a series of major public transport improvements that will make bus travel faster for passengers, visitors and commuters in Norwich and deliver a boost to the city's economy. We will continue to lobby for improvements to rail travel and progress and explore infrastructure improvements to the highway.
- 5.8. We will continue to prioritise the diversion of waste from landfill. Main areas of activity will continue to be the provision of new and enhanced recycling centres, and encouragement for collection authorities to provide kitchen waste recycling in particular.
- 5.9. The natural environment continues to be a real asset to Norfolk, attracting tourists and providing a good quality of life for the people who live here. We will continue to contribute to maintaining the environment through working closely with local communities and project groups including Wild Anglia. As a coastal county, Norfolk's statutory duty as the Lead Local Flood Authority also means that Norfolk County Council has to investigate flooding where there is a risk to life or serious injury, internal flooding of residential or commercial properties and flooding impacting on critical services.

## 6. **Putting people first – proposed role and strategy for Norfolk County Council**

- 6.1. The context for the County Council's three year planning was set out by the Leader in his speech in August 2013. It confirmed an ambition for Norfolk to be a place where everyone can succeed and fulfil their potential. Three priority areas to help deliver this were identified:

**Excellence in education** – We will champion our children and young people's right to an excellent education, training and preparation for employment because we believe they have the talents and ability to compete with the best.

**Real jobs** – We will promote employment that offers security, opportunities and a good level of pay. We want real sustainable jobs available throughout Norfolk.

**Good infrastructure** – We will make Norfolk a place where businesses can succeed

and grow. We will promote improvements to our transport and technology infrastructure to make Norfolk a great place to do business.

**6.2. The ways in which we will fulfil these priorities are:**

- Standing up for the interests of people in Norfolk
- Promoting prosperity by championing the best practices, ideas and innovation for local economic success
- Working to increase life opportunities so that everyone can fulfil their potential
- Listening to and learning from our communities so local solutions can improve the quality of life
- Ensuring people get high quality services and clear information about them
- Improving the effectiveness of the Council by being more open and getting a bigger input from your local representatives.

**6.3. Timetable**

| <b>Activity/Milestone</b>                                                                                                              | <b>Time frame</b>               |
|----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| Consultation on specific planning proposals and council tax 2014-17                                                                    | Late September to December 2013 |
| Overview and Scrutiny Panels reporting – service and budget planning – review of progress against three year plan and planning options | November 2013                   |
| Chancellor’s Autumn Statement and Provisional Finance Settlement                                                                       | December 2013                   |
| Overview and Scrutiny Panels input on service and financial planning and consultation feedback                                         | January 2014                    |
| Cabinet agree revenue budget and capital programme recommendations to County Council                                                   | 27 January 2014                 |
| County Council agree County Council Plan, revenue budget, capital programme and level of Council Tax                                   | 17 February 2014                |

**7. Specific proposals for this service**

- 7.1. There are 13 proposals being consulted on with the public that are specific to Environment, Transport and Development (shown in Appendix A). In addition a number of efficiencies have been identified which will contribute towards overall savings.
- 7.2. When developing potential options, consideration was given to what services could be conducted by the third sector and voluntary services and the community as well as identifying services that we are not statutorily obliged to provide. Proposals have been assessed according to the impact and risk to the public.
- 7.3. Within the consultation there is one area of service that we propose to cease.
- 7.4. This relates to stopping the routine disposal of paint at recycling centres (proposal ref. 61). The proposal will involve stopping our paint reuse schemes and only accepting paint tins with liquid paint in them during our annual amnesty, rather than throughout the year as we currently do.



- 7.5. The following \*\* proposals involve a reduction in service:
- 7.6. Proposal 47 – Scale back on Trading Standards advice to focus on the things we have to do. This will mean scaling back on the advice and support we provide to consumers, reducing support to schemes like Trusted Trader, Consumer Champions and No Cold Calling Zones and run fewer checks on products, services and business to identify fraud or unsafe practices.
- 7.7. Proposal 50 – Reduce our costs of consulting on planning applications. This will mean reducing the amount of consultation we do when considering a planning application.
- 7.8. Proposal 51 – Scale back planning enforcement. This will mean targeting enforcement activity on incidents of serious breaches in planning permission related to mineral quarries and sites for processing waste.
- 7.9. Proposal 53 – Reduce our subsidy for the Coasthopper bus service. This would mean reducing the amount of subsidy given to the Coasthopper service which would mean it would run less frequently.
- 7.10. Proposal 54 – Reduce highway maintenance for one year. This will mean reducing the amount of maintenance we do on the highway across the county. This would include things like fewer grit bin refills, replacing fewer safety barriers when they are damaged, not replacing road markings as often and reducing the maintenance of bridges and traffic signals.
- 7.11. Proposal 63 – Reduce opening hours at some recycling centres. This will mean reducing opening hours at 5 of our recycling centres (Ashill, Heacham, Morningthorpe, Strumpshaw and Worstead) so they operate on a part time basis from April 2015.
- 7.12. The following proposals involve different ways of delivering some of our services:
- 7.13. Proposal 48 – Charge for advice to business from our Trading Standards service. This will mean no longer providing free advice to businesses to help them understand what the law expects from them with respect to goods and practices.
- 7.14. Proposal 49 - Charge people for the advice they receive from us prior to submitting a planning application. This will mean that people submitting a planning application for quarries or sites for processing waste would no longer be able to get free advice prior to submitting their planning application. This will also include larger developments such as supermarkets who will no longer be able to get free transport advice.
- 7.15. Proposal 52 – Charge for site inspection reports for operators of mineral and waste sites. This will mean charging for copies of inspection reports following a site inspection where waste management or non-extractive mineral operations are underway.
- 7.16. Proposal 59 – Cut the cost of providing school transport. This will mean encouraging school children to use alternative methods of getting to and from school, thereby reducing the money we spend on school buses.

- 7.17. Proposal 60 – Charge for the disposal of tyres at recycling centres. This will mean introducing a charge for disposing of tyres, and restricting the number of recycling centres that will accept them.
- 7.18. Proposal 62 – Charge at some recycling centres. This will mean charging £2 per visit to use 9 of our recycling centres across the county. The other remaining recycling centres would remain free.
- 7.19. We are also considering the following areas of efficiency in relation to the service.
- Reviewing our internal systems and making the most of emerging technology to aid service delivery where possible
  - Ensuring that where possible we recover the full cost of service delivery, get the best value for money from our contracts and explore ways in which our services can become self-funding by generating income
  - Continue to work with other organisations and local communities in order to deliver services

8. **Health and Safety Implications :**

Health and Safety implications will be reviewed as part of the overall assessment for individual proposals

9. **Environmental Implications :**

Environmental implications will be reviewed as part of the overall assessment for individual proposals.

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

10.1. **Section 17 – Crime and Disorder Act**

- 10.2. Issues in relation to the Crime and Disorder Act will be reviewed as part of the overall assessment for individual proposals.

11. **Risk Implications/Assessment**

- 11.1. The main risks and issues associated with these proposals have been highlighted in Section 5. However, given the scale of potential change associated with the budget proposals, there are a series of risks which are generic to all services, and against which each individual proposal is being evaluated. These are:

**Service performance:** the risk that the scale of change will impact on performance and on user satisfaction with services

**Staffing:** the risk that skills and knowledge may be lost as people leave or are made redundant, and that staff morale is adversely affected

**Capacity for change:** the proposals require significant transformation and change to services, and there is a risk that there will be insufficient capacity to re-design services and implement new ways of working.

**Increasing demand:** there is a risk that where preventative services are being scaled back, that there may – in future – be an increased risk in demand, as people’s needs become more pressing.

### 13. Action Required

- 13.1 Members are asked to consider and comment on the following:
- (i) The revised service and financial planning context
  - (ii) The revised spending pressures and savings for the Environment, Transport and Development
  - (iii) The updated capital bids and announcements relevant to Environment, Transport and Development
- 13.2 Members are also invited to identify further ideas to achieve additional revenue budget savings and reduction in unsupported borrowing costs in relation to delivering the capital programme.

### Background Papers

Service and Financial Planning 2014-17 papers – Cabinet (5 August and 2 September)

### Officer Contact

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

| <b>Name</b>   | <b>Telephone Number</b> | <b>Email address</b>         |
|---------------|-------------------------|------------------------------|
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If you need this report in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 and ask for Bev Herron or textphone 0344 800 8011 and we will do our best to help.

## Proposed Budget Changes for 2014-17

ENVIRONMENT, TRANSPORT AND  
DEVELOPMENT

|                                                            |                                                                                                                                     | 2014-15      | 2015-16      | 2016-17      |
|------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|
|                                                            | <b>ADDITIONAL COSTS</b>                                                                                                             | £m           | £m           | £m           |
|                                                            | <b>Economy</b>                                                                                                                      |              |              |              |
|                                                            | Basic Inflation - Pay ( 1% for 14-17 )                                                                                              | 0.281        | 0.284        | 0.288        |
|                                                            | Basic Inflation - Prices (General 2%, School and social care passenger transport 4%)                                                | 1.634        | 1.669        | 1.705        |
|                                                            | Additional Costs for Concessionary Fares travel Scheme                                                                              | 0.900        |              |              |
|                                                            | Landfill Tax Increase                                                                                                               | 1.656        |              |              |
|                                                            | Increase in Tonnages to Landfill                                                                                                    | 0.725        |              |              |
|                                                            |                                                                                                                                     |              |              |              |
|                                                            | <b>NCC Policy</b>                                                                                                                   |              |              |              |
|                                                            | Release of fleet repair and renewal reserve                                                                                         | 1.725        |              |              |
|                                                            | Release of part of ICT reserve                                                                                                      | 0.200        |              |              |
|                                                            | Re-opening Norwich Bus Station Sundays and bank holidays                                                                            | 0.020        |              |              |
|                                                            |                                                                                                                                     |              |              |              |
|                                                            | <b>Total Additional Costs</b>                                                                                                       | <b>7.141</b> | <b>1.953</b> | <b>1.993</b> |
|                                                            |                                                                                                                                     |              |              |              |
| <b>ETD contribution towards overall efficiency savings</b> |                                                                                                                                     |              |              |              |
| Ref                                                        |                                                                                                                                     | 2014-15      | 2015-16      | 2016-17      |
| 2                                                          | Replacement of BusNet system with SMART ticket machines                                                                             | 0.060        | 0.100        |              |
| 2                                                          | Use of alternative existing technology to provide transport monitoring data and changes to how the council procures traffic surveys |              |              | 0.135        |
| 3                                                          | Procurement of new contracts to deliver highway and related services                                                                | 4.400        |              |              |
| 4                                                          | Reduction in the number of hired highway vehicles                                                                                   | 0.150        | 0.150        |              |
| 7                                                          | Ongoing review of ETD reserves                                                                                                      | 0.150        |              |              |
| 8                                                          | Re-organise the way we deliver some services and associated back office redesign.                                                   | 0.150        |              |              |
| 8                                                          | Organisational redesign and associated changes.                                                                                     | 1.100        |              |              |
| 8                                                          | Review budget allocations for economic development projects                                                                         |              | 0.147        | 0.090        |
| 13                                                         | HRWC: Invest to Save                                                                                                                | 0.300        |              |              |
| 16                                                         | Collaboration with peer authorities for delivery of specialist minerals and waste services                                          |              |              | 0.005        |
| 16                                                         | Enhanced multi-agency working on emergency planning                                                                                 |              | 0.040        |              |
| 17                                                         | Renegotiate concessionary travel schemes with bus operators                                                                         | 0.350        | 0.350        | 0.350        |
| 20                                                         | Changes to the delivery of road safety education and evaluation to make greater use of community resources                          |              |              | 0.200        |
| 20                                                         | Attract and generate new income for Environment services with a view to service becoming cost neutral in the long term.             | 0.010        | 0.041        | 0.072        |

|    |                                                                                                                                  |       |         |       |
|----|----------------------------------------------------------------------------------------------------------------------------------|-------|---------|-------|
| 20 | Attract and generate new income for Historic Environment services with a view to service becoming cost neutral in the long term. | 0.007 | 0.026   | 0.046 |
| 20 | Full cost recovery for staff in Smart ticketing project                                                                          | 0.040 | 0.250   |       |
| 20 | Full cost recovery for delivery of travel plans with developers                                                                  | 0.048 | 0.050   | 0.052 |
| 20 | Reduce NCC subsidy for park and ride service by ongoing commercialisation.                                                       | 0.275 | 0.075   | 0.075 |
| 20 | Enhanced Street Works Regulatory regime (introduce cost recovery)                                                                | 0.400 |         |       |
| 20 | Increased income from delivery of specialist highway services to 3rd parties                                                     |       | 0.050   | 0.100 |
| 20 | Generation of external funding and grant programme management efficiencies                                                       |       |         | 0.100 |
| 20 | Review of fees and charges to enable full cost recovery                                                                          | 0.400 |         |       |
|    | Improving processes and working arrangements in ETD                                                                              | 3.000 | (1.000) |       |
|    |                                                                                                                                  |       |         |       |
| 47 | Scale back Trading Standards advice to focus on the things we have to do by law                                                  | 0.123 | 0.250   |       |
| 48 | Charge for advice to business from our Trading Standards Service                                                                 |       |         | 0.020 |
| 49 | Charge people for the advice they receive from us prior to submitting a planning application                                     | 0.013 | 0.010   |       |
| 49 | Charge people for the advice they receive from us prior to submitting a planning application - pre-application services          | 0.100 | 0.125   | 0.150 |
| 50 | Reduce our costs of consulting on planning applications                                                                          | 0.037 |         |       |
| 51 | Scale back planning enforcement                                                                                                  |       | 0.037   |       |
| 52 | Charge for site inspection reports for operators of mineral and waste sites                                                      |       | 0.005   |       |
| 53 | Reduce our subsidy for the Coasthopper bus service                                                                               | 0.075 | 0.075   |       |
| 54 | Reduce highway maintenance for one year                                                                                          | 1.000 | (1.000) |       |
| 59 | Cut the cost of providing school transport                                                                                       | 0.250 | 0.060   | 0.020 |
| 60 | Charge for the disposal of tyres at recycling centres                                                                            | 0.039 |         |       |
| 61 | Stop routine disposal of paint at recycling centres                                                                              | 0.300 |         |       |
| 62 | Charge at some recycling centres                                                                                                 |       |         | 0.280 |
| 63 | Reduce opening hours at some recycling centres                                                                                   |       | 0.167   |       |
| 5  | Recycle street sweepings                                                                                                         | 0.230 |         |       |
| 5  | Vary existing disposal contract to reduce costs on 40,000 Tonnes of Waste                                                        | 0.080 |         |       |
| 5  | Renegotiate existing contracts to reduce the cost of 10,000 Tonnes of Waste                                                      | 0.020 |         |       |
| 5  | New Service level agreement for County Council recycling centres                                                                 | 1.400 |         |       |
| 20 | Use closed landfill sites to generate additional income                                                                          | 0.030 |         |       |
| 16 | Harmonisation of statutory recycling credit payments                                                                             |       | 0.166   |       |
|    |                                                                                                                                  |       |         |       |
|    |                                                                                                                                  |       |         |       |

|    |                                                            |                |              |                |
|----|------------------------------------------------------------|----------------|--------------|----------------|
| 65 | Deliver the Willows energy from waste plant in King's Lynn |                |              | 1.200          |
|    | <b>Putting People First proposals sub total</b>            | <b>14.537</b>  | <b>0.174</b> | <b>2.895</b>   |
|    |                                                            |                |              |                |
|    | <b>NET BUDGET CHANGE</b>                                   | <b>(7.396)</b> | <b>1.779</b> | <b>(0.902)</b> |

In addition, there are further cross cutting savings proposals that are expected to have a partial impact on service budgets relevant to this panel. These are listed below:

|    |                                                                                                    | <b>2014-14</b> | <b>2015-16</b> | <b>2016-17</b> |
|----|----------------------------------------------------------------------------------------------------|----------------|----------------|----------------|
|    |                                                                                                    | <b>£M</b>      | <b>£M</b>      | <b>£M</b>      |
|    | Cross cutting Budget Savings                                                                       |                |                |                |
| 1  | Mobile Data Management (MDM) project                                                               | 0.030          | 0.000          | 0.000          |
| 2  | Make use of newer cheaper ICT systems and practices through procurement                            | 1.055          | 2.510          | 0.000          |
| 4  | Reducing the cost of business travel                                                               | 0.330          | 0.300          | 0.275          |
| 4  | Consolidate staff and expertise in fleet management                                                | 0.200          | 0.100          | 0.000          |
| 4  | Savings related to purchasing fuel                                                                 | 0.168          | 0.005          | 0.000          |
| 4  | Lease car scheme savings                                                                           | 0.061          | 0.000          | 0.000          |
| 4  | Further review of associated employment costs                                                      | 0.000          | 0.440          | 0.860          |
| 8  | Reduce costs of commercial and industrial waste produced by NCC premises                           | 0.037          | 0.000          | 0.000          |
| 10 | Cross cutting improvements to ways of working                                                      | 1.500          | 0.000          | 0.000          |
| 15 | Efficiency savings arising from utilising public health skills and resources to remove duplication | 1.205          | 0.000          | 1.275          |
| 20 | Improving public safety offer as part of existing services to LA maintained schools and academies  | 0.005          | 0.008          | 0.008          |
| 20 | Sponsorship of public safety activity                                                              | 0.005          | 0.005          | 0.005          |

**Capital bids and previously approved schemes to be funded from borrowing and unallocated capital receipts 2014-2017 (as at 1 October 2013)**

| Service                                                                                                                              | Scheme                                                                                                                               | 2014-15      | 2015-16      | 2016-17      |   |
|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|---|
|                                                                                                                                      |                                                                                                                                      | £m           | £m           | £m           |   |
| <b>New bids considered by CCAMG September 2013 – subject to development and approval</b>                                             |                                                                                                                                      |              |              |              |   |
| Resources                                                                                                                            | County Hall security and fire safety measures                                                                                        | 1.490        | 1.000        |              | 1 |
| Resources                                                                                                                            | Equality Act (DDA) Works – additional bid to cover potential requirements for County Hall car park access ramps and associated works | 0.220        | 0.120        | 0.130        | 2 |
| Resources                                                                                                                            | Corporate Minor Works (CMW) items not previously approved                                                                            | 0.050        | 0.050        | 0.650        | 3 |
| <b>Sub-total new items</b>                                                                                                           |                                                                                                                                      | <b>1.760</b> | <b>1.170</b> | <b>0.780</b> |   |
| <b>Items funded from borrowing approved as part of 2013-14 capital programme and expenditure re-profiled from earlier programmes</b> |                                                                                                                                      |              |              |              |   |
| Resources                                                                                                                            | Equality Act (DDA) Works                                                                                                             | 0.130        | 0.130        |              | 2 |
| Resources                                                                                                                            | Corporate Minor Works (CMW)                                                                                                          | 0.600        | 0.600        |              | 3 |
| Resources                                                                                                                            | Carbon and energy reduction fund                                                                                                     | 1.100        |              |              | 4 |
| Resources                                                                                                                            | Better Broadband (excluding externally funded element)                                                                               | 3.011        | 11.197       |              | 5 |
| Resources                                                                                                                            | Investment fund for Norfolk Energy Futures Ltd                                                                                       | 3.600        |              |              | 6 |
| Resources                                                                                                                            | County Hall strategic maintenance                                                                                                    | 3.500        | 8.200        |              | 7 |
| ETD                                                                                                                                  | Provisional funding for Major Transport Schemes (eg Poswick Interchange / NDR)                                                       | 9.100        |              |              | 8 |
| ETD                                                                                                                                  | Drainage improvements                                                                                                                | 1.656        |              |              | 9 |
| Resources                                                                                                                            | Asbestos Survey & Removal                                                                                                            | 0.620        |              |              | 9 |
| Community Services                                                                                                                   | Libraries Refurbishment                                                                                                              | 0.200        |              |              | 9 |

|                           |                        |               |               |              |   |
|---------------------------|------------------------|---------------|---------------|--------------|---|
| Fire and Rescue           | Fire Training Building | 0.100         |               |              | 9 |
| Children's services       | Schools construction   | 0.034         |               |              |   |
| <b>Sub-total existing</b> |                        | <b>23.651</b> | <b>20.127</b> |              | 9 |
| <b>Total</b>              |                        | <b>25.411</b> | <b>21.297</b> | <b>0.780</b> |   |

## Notes

- 1) County Hall security and fire safety measures: costs subject to confirmation.
- 2) DDA: Historically £0.13m per annum has proved sufficient in this fund, but there may be significant expenditure related to access at the County Hall site (c£0.3m) hence the increased bid for 2014-2016. Allocations are proposed on a rolling three year cycle but subject to annual approval.
- 3) CMW: Small increase over year's allocation of £0.6m to address items associated with the County Hall maintenance programme. Allocations are proposed on a rolling three year cycle but subject to annual approval.
- 4) CERF: 2014/15 is the final year of the existing CERF bid.
- 5) Better Broadband bid: endorsed by Cabinet in July 2011. The amounts included above represent the element of the bid to be funded by prudential borrowing. The borrowing costs will be funded by the Norfolk Infrastructure Fund and savings in the ICT Services budget when the council's data contract is re-let in 2014.
- 6) NEFL: an "investment fund" to be allocated to projects as opportunities arise.
- 7) County Hall strategic maintenance: as per Cabinet report 9 July 2012, but with the £8m due to be spent over the 22 years from April 2015 condensed into the third year of the project (2015/16).
- 8) NCC corporate funding for Norwich Northern Distributor Road and Postwick Hub as set out in Cabinet minutes 4 March 2013.
- 9) Expenditure re-profiled from earlier capital programmes.
- 10) Project funded by a revenue contribution from the service. This contribution was used to reduce the Authority's previous year's borrowing requirement and therefore the project will be funded through future borrowing.
- 11) Strong and Well partnership: Cabinet report 28 January 2013, allocated £0.5m capital per annum for 5 years for prevention services for vulnerable older people. Funding was identified for the first year, but not for subsequent years. In line with the revenue budget proposals, the programme from 2014-15 has been withdrawn.
- 12) Capital implications of the Airport Radar System as discussed by Cabinet on 3<sup>rd</sup> September 2013 to be added when capital requirements are developed.



2014-15      2015-16      2016-17  
£m            £m            £m

| <b>Cross Cutting Budget Savings</b> |                                                                                                    |       |       |       |
|-------------------------------------|----------------------------------------------------------------------------------------------------|-------|-------|-------|
| 1                                   | Mobile Data Management (MDM) project                                                               | 0.030 | 0.000 | 0.000 |
| 2                                   | Make use of newer and cheaper ICT systems and practices through reprocurement                      | 1.055 | 2.510 | 0.000 |
| 4                                   | Reducing costs of business travel                                                                  | 0.330 | 0.300 | 0.275 |
| 4                                   | Consolidate staff and expertise in fleet management                                                | 0.200 | 0.100 | 0.000 |
| 4                                   | Savings related to purchasing fuel                                                                 | 0.168 | 0.005 | 0.000 |
| 4                                   | Lease car scheme savings                                                                           | 0.061 | 0.000 | 0.000 |
| 4                                   | Further review of associated employment costs                                                      | 0.000 | 0.440 | 0.860 |
| 8                                   | Reduce costs of commercial and industrial waste produced by NCC premises                           | 0.037 | 0.000 | 0.000 |
| 10                                  | Cross cutting improvements to ways of working                                                      | 1.500 | 0.000 | 0.000 |
| 15                                  | Efficiency savings arising from utilising public health skills and resources to remove duplication | 1.205 | 0.000 | 1.275 |
| 20                                  | Improving public safety offer as part of existing services to LA maintained schools and academies  | 0.005 | 0.008 | 0.008 |
| 20                                  | Sponsorship of public safety activity                                                              | 0.005 | 0.005 | 0.005 |
|                                     |                                                                                                    |       |       |       |

## **Apprenticeships Norfolk – one year on**

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

### **Summary**

This report provides Members with an update on the progress of Apprenticeships Norfolk, an initiative set up to tackle youth unemployment and encourage more businesses to employ apprentices, thereby increasing the skills base in the Norfolk economy. This has been a joint initiative between Environment Transport and Development and Children's Services.

Employment is a priority for Norfolk County Council (NCC), and, through the Apprenticeships Norfolk Fund, significant financial support has been provided to businesses to offer incentives for employing young people as apprentices. 16-24 year olds make up a significant percentage of those unemployed in the County. Some care leavers, in particular, experience significant barriers and difficulties in finding employment. Employers are raising concerns about the work readiness of young people and the rising need for higher level skills in the workforce. A private sector-led Apprenticeships Norfolk Strategy Group has set the strategy for and monitored progress of apprenticeship activity.

A proposal to invest £3.5m was approved at Full Council on 13 February 2012 and the programme went live in September 2012. As the scheme has been running for over a year, this report is provided to both Panels to inform them of progress to date.

### **The initiative objectives**

- Make a step change in the number of young people undertaking apprenticeship employment and pre-apprenticeship training in Norfolk, particularly targeting those most in need (such as those who are not in education employment and training and care leavers)
- Increase the number of new small and medium sized enterprises taking on apprenticeships to grow the skills of the Norfolk workforce, using a wage grant as an incentive to employers

A contract to deliver 441 apprentices (including 40 care leavers), plus 100 young people supported via pre-apprenticeship training, was tendered and College of West Anglia was successful in securing the leadership of the project, on behalf of a group of training providers.

**Update.** To the end of October 2013 the programme has achieved the following:

- 287 young people have started apprenticeships (against a target of 187). 212 of the starts are aged between 16-18 and 41 of the starts are at Level 3
- 9 of the target 40 care leavers have secured apprenticeships
- A successful marketing campaign – up for two regional awards - leading to a rise in 16-24 apprenticeship starts
- NCC has recruited 30 extra apprentices, provided funding for Norse, who have recruited 111 apprentices, and supported the development of a range of initiatives to increase the flexibility of apprenticeship recruitment for employers.

### **Recommendations**

Members are asked to:

- Note the progress of the Apprenticeships Norfolk Programme
- Approve a review of the final 12 months of the programme, to take into account the changing local and national landscape, including City Deals, as set out in paragraph 2.5

## 1. Background

- 1.1. Creating real jobs and excellence in education are key priorities for Norfolk County Council. There has been considerable concern over the number of young people aged 16-24 who are not in secure employment both nationally and within the County.

At the same time, employers have been raising concerns about the work readiness of young people and the rising need for higher level skills in the workforce. Some care leavers, in particular, are experiencing significant barriers and difficulties in finding employment.

A specific proposal, to invest £3.5 million in an apprenticeship support scheme, was approved at Full Council on 13 February 2012. It was agreed that a more detailed report on the scheme would come to the CS and ETD Overview and Scrutiny Panels on a six monthly basis.

The aim of the initiative was to significantly improve opportunities for young people who wished to work whilst at the same time increase their skills. The Apprenticeships Norfolk Fund offers a wage grant to employers taking on an apprentice. For those not fully work ready, a pre-apprenticeship programme is offered.

‘Apprenticeships Norfolk’ complements and adds value to government initiatives and is improving the role of apprenticeships in contributing to Norfolk’s skills and economy.

- 1.2 There were a number of national and local drivers for this initiative

- The Government is keen to respond to rising youth unemployment and the skills needs of employers by providing incentives. The Apprenticeships Norfolk project has been aligned to other funding streams, to maximise impact and is a major offer in the Raising the Participation Age Strategy, which states that young people are required to stay in education and training to age 18 by 2015.
- Norfolk has relatively stable levels of ‘NEET’ (not in education, employment or training) individuals. In November 2012 the figure for Norfolk was 6.5% in line with the national figure of 6.6%. The figure for August 2013 was at 6.6% - the same as the national figure. More important are the trends hidden within the figures – the NEET numbers include significantly more individuals with learning difficulties and disabilities, those with no qualifications, care leavers, those without employability skills, those aged 18-19 and more young men. This project aimed to target these young people
- Increased higher education fees have put off more young people in Norfolk from going into higher education, and apprenticeships offer an equivalent and valuable route into the workplace.
- Following many years of gradually increasing participation in higher education, the number of young people who studied Level 3 programmes entering Higher Education (HE) from Norfolk’s sixth forms and colleges decreased significantly between 2010-12, from 20.4% of the cohort in 2009 to 17.7% in 2012. Apprenticeships are a viable option for those young people wishing to start work at 18.

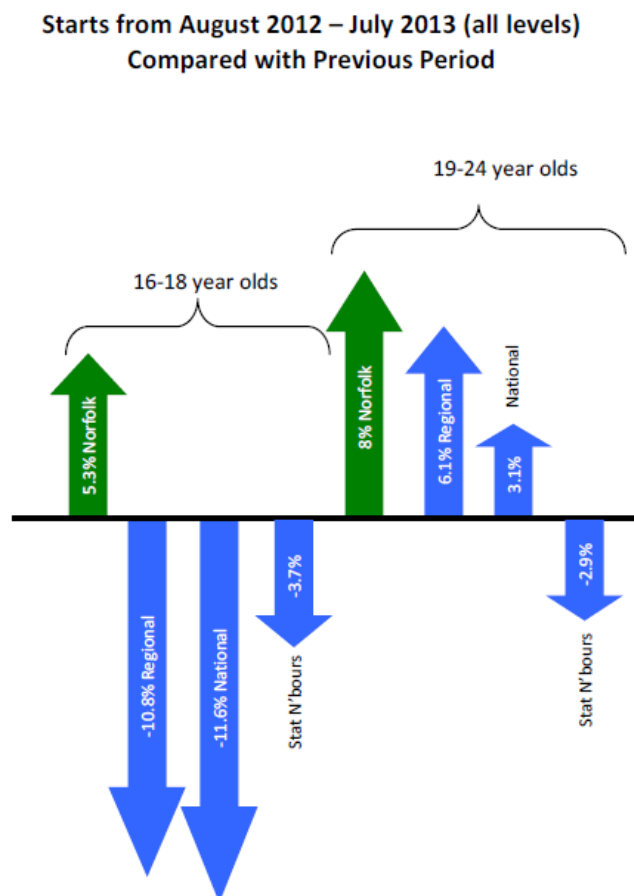
- Norfolk's labour market is characterised by a high concentration of SMEs (small and medium enterprises): the Norfolk Needs Analysis showed that 99.5% of local businesses employed less than 200 people and 85.2% of these employed less than ten. Small company bosses tend to be busy 'doing the day job' and can struggle to identify longer term training needs / succession planning and can find it difficult to access and accommodate apprentices without outside facilitation.

## 2. Progress on delivery and next steps

### 2.1. Marketing Campaign

The Apprenticeships Norfolk marketing and communications campaign has been welcomed by providers of apprenticeships, and has contributed to raising the profile of apprenticeships in Norfolk. The campaign (developed jointly with Economic Development, Children's Services and the Communications teams) is in the running for the regional Chartered Institute of Public Relations awards, to be announced on 6 November.

The impact of this campaign has seen apprenticeship starts rise in Norfolk, especially in the 16-18 age group, **outperforming regional, national and statistical neighbours.**



- NCC has supported the development of Apprenticeship Training Agencies/ Group Training Associations – 'SWARM' Apprentices studying enterprise and Training and Apprenticeships in Construction, 'TrAC' focusing on construction, and others which are in development.

- As an employer, NCC has recruited 30 additional apprentices, the first 10 are due to complete in November, and 3 of the apprentices have secured temporary jobs with NCC. 10 road worker apprentices have recently been employed and the recent highways procurement includes commitment to employing apprentices.
- Norse has recruited 111 apprentices. 22 have completed, 16 have jobs with Norse (several in pre-professional roles), one has found employment elsewhere, one has gone into nursing (confidence built by the apprenticeships being the spur), one has gone to university, four are unemployed at present (one having refused a job with Norse).

## 2.2 Apprenticeships Norfolk Fund

The programme aimed to deliver 441 apprenticeship wage grants to businesses. Further funding was targeted to deliver pre-apprenticeship support to 150 young people who are not yet work ready.

The wage grant from NCC is £3,500 in addition to the Apprenticeship Grant for Employers (AGE) from the National Apprenticeship Service of £1,500. The grant is available to businesses that employ a Norfolk resident aged 16-24 who is NEET or at risk of being NEET on a level 2 or 3 apprenticeship. The businesses must be an SME (Small Medium Enterprise) employing less than 250 people and must be a private company or third sector organisation that has not previously employed an apprentice or has not employed a new apprentice within the last 12 months. The fund excludes businesses operating in the construction, retail and hair and beauty sectors.

As corporate parents, Norfolk County Council is committed to providing good quality support to care leavers to apply for apprenticeships. To this end, training to familiarise social workers about the opportunities is included in the Looked After Children Improvement Plan. The Apprenticeships Norfolk Fund aims to benefit 40 care leavers to achieve apprenticeship employment. Eligibility criteria are less stringent for these young people and, in addition, a bursary is offered to the individual to enable them to have sufficient income to take up the apprenticeship opportunity. There have been challenges in relation to paying this bursary and we have sought advice from Grant Thornton to help us overcome issues with the HMRC. HMRC want to treat the bursary as additional income and tax it. We are currently awaiting the outcome. If agreed by HMRC to treat the Norfolk County Council bursary payments as just that, this would be viewed nationally as groundbreaking, with Norfolk leading the way in unblocking barriers for care leavers.

Ongoing work to mainstream financial support is ongoing.

Further details on the programme can be found at [www.norfolk.gov.uk/apprenticeships](http://www.norfolk.gov.uk/apprenticeships)

Performance update:-

### **Apprenticeships**

At 31 October 2013 the programme has achieved the following

- 287 young people have started apprenticeships (against a target of 187)

- 9 care leavers have secured apprenticeships. Children's Services have processes in place to rate care leavers according to their ability to join the programme, in order to maximise apprenticeship numbers.
- 212 of the starts are aged between 16-18
- 41 of the starts are at Level 3
- Starts have been achieved across the county
- Placements have been achieved across our key sectors

| Performance                    | Target     | Cumulative total |
|--------------------------------|------------|------------------|
| August                         | 108        | 124              |
| September                      | 155        | 190              |
| October                        | 187        | 287              |
| <b>Total by September 2014</b> | <b>441</b> |                  |

| District Council          | Total |
|---------------------------|-------|
| Breckland                 | 40    |
| Broadland                 | 24    |
| Norwich                   | 38    |
| Great Yarmouth            | 28    |
| Kings Lynn & West Norfolk | 71    |
| North Norfolk             | 38    |
| South Norfolk             | 39    |
| Out of County             | 9     |

| Business Sector           | Total |
|---------------------------|-------|
| Engineering               | 75    |
| Hospitality & Tourism     | 48    |
| Agriculture, Food & Drink | 59    |
| Health & Social Care      | 39    |
| Creative Industries       | 15    |
| Energy                    | 5     |
| Advanced Manufacturing    | 1     |
| Others                    | 45    |

- In response to early business feedback, the criteria were simplified, which has contributed to improved success against target.
- To ensure the widest spread of delivery, Great Yarmouth College and Easton & Otley College became full consortium members, with all other training providers given the opportunity to access the fund under a Service Level Agreement. It is envisaged that this will enable us to deliver 441 apprenticeships (our target) several months early.

### Pre Apprenticeships

- The pre apprenticeship programme is underway. To the end of September, 52 have reached at least the first stage of the programme (against a target of 64). Three of these have already gained permanent employment or returned to full time education. The pre apprenticeship programme has been opened up to other providers to offer a greater geographical spread particularly in the North and East of the county.

## Spend to date

The current budget position – which is subject to change before the end of the programme - is as follows:

| Budget Heading                                                      | Budget            | Spend To Date   | Commitments       |
|---------------------------------------------------------------------|-------------------|-----------------|-------------------|
| Wage Grant (incl. care leaver bursary)                              | £2,200,000        | £115,697        | £2,084,303        |
| Training (Pre Apprenticeship)                                       | £400,000          | £55,000         | £345,000          |
| Children's Services IAG*<br>(Developing Norfolk's Future Workforce) | £500,000          | £41,297         | £458,703          |
| Overheads & Marketing                                               | £400,000          | £124,448        | £275,552          |
| <b>Total</b>                                                        | <b>£3,500,000</b> | <b>£336,442</b> | <b>£3,163,558</b> |

The remaining budget is committed.

## Economic impact

- Each 18-24 year old on the scheme would have been claiming JSA at £2,953 a year.
- Average length of an apprenticeship on our programme is 19 months, therefore JSA saving is £4,676

Our JSA saving projections for the programme are:-

|                                                 | Number     | Annual JSA Saving | Overall JSA Saving |
|-------------------------------------------------|------------|-------------------|--------------------|
| 18-24 y.o on programme                          | 138        | £407,514          | £645,288           |
| 17 y.o. on programme *                          | 59         | £87,114           | £137,942           |
| 16 y.o on programme **                          | 90         | 0                 | 0                  |
| Projected 18-24 y.o. for remainder of programme | 74         | £218,522          | £346,024           |
| Projected 17 y.o. for remainder of programme *  | 32         | £47,248           | £74,816            |
| Projected 16 y.o. for remainder of programme ** | 48         | 0                 | 0                  |
| <b>Total</b>                                    | <b>441</b> | <b>£760,398</b>   | <b>£1,204,070</b>  |

(\*) Assuming a 17 year old start will on average be eligible for 6 months JSA once they turn 18

(\*\*) 16 year olds are not eligible for JSA.

Looking longer term, at the economic impact of being NEET on the individual and the economy, the average lifetime public finance cost for a young person who is not in education or training between the ages of 16 and 18 is **£56,301** (York University research 'Against the Odds' Audit Commission).

Current non-participation rates are 5.6% for 16 year olds and 22% for 17 year olds. Applied to the projected numbers going through the Apprenticeships Norfolk

Programme, we could assume that 7 x 16 year olds and 23 x 17 year olds = 30 young people might have become NEET, if they hadn't taken up the programme.

Using the figure above, this could have amounted to a **£1,689,030** average lifetime public finance cost.

### 2.3 **Apprenticeships at the heart of the emerging skills strategies**

- Growth in apprenticeships is a key component of both the Greater Norwich and Greater Ipswich City Deals and it's imperative that we continue to provide support for key stakeholders who, with the support of the Apprenticeships Norfolk Fund and the Apprenticeships Strategy Group, are beginning to work more cohesively across the County and in support of Norfolk's key sectors. This link to key sectors is crucial for strategic alignment with the New Anglia Strategic Economic Plan (SEP) and will ensure that as with the Adult Skills Budget, the apprenticeships component of our City Deal delivers qualifications that are valuable to our local economy.
- This continued strategic support of apprenticeships is also important if we are to deliver on our objectives to develop a Norfolk workforce with the skills to access the high value jobs in our local economy the SEP is seeking to support. Locally, we need a skilled workforce to encourage inward investment, support business growth and ensure economic prosperity.

### 2.4 **Contribution to Children's Services agenda**

- A current campaign for the Norfolk 11-19 Education and Training Strategy Group is to increase the employability of young people ready to enter the employment market and ensure they are aware of the opportunities within their local economy and the best routes into these careers. Developing Norfolk's Future Workforce will contribute to this, as will the Raising the Participation Age plan
- As a result of Apprenticeships Norfolk, Children's Services Teams are much better prepared to advise Care Leavers on their career opportunities. Mainstreaming the approach to funding care leavers so that they can afford to be employed as an apprentice is currently being costed. Training for social workers working closely with care leavers is in the looked after children improvement plan, so that they can more effectively support care leavers to consider apprenticeships as a viable option and assist them to compete successfully to gain apprenticeship employment.
- Traineeships – a new government programme designed to meet the needs of 16 to 24 year olds who are within 6 months of being ready for employment or Apprenticeship. The programme consists of a period of work preparation training, English and maths, and a high quality work placement. The maximum duration of a Traineeship is 6 months. Apprenticeships Norfolk contributes to providing the necessary Apprenticeship opportunities for Apprenticeship progression post Traineeship, and Traineeships may also provide a continued opportunity for development for some young people leaving the Pre Apprenticeship programme who would value further opportunity for work preparation before making the transition to Apprenticeship.



## 2.5 Next steps

The Apprenticeship Norfolk Fund is now midway through the 24 month anticipated delivery period. Results to date are encouraging and with the programme ahead of target, it is anticipated that delivery will finish early. It makes sense to review what has worked well and take stock of the changes which have happened both nationally and locally. This review will take account of:

- City Deal proposals, which, if successful, will look to develop an 'Apprenticeship Hub', building on the Apprenticeships Norfolk programme.
- The changing role of Norfolk County Council Adult Education Service, which may provide opportunities for the Council to provide strategic leadership on skills across Norfolk.
- The work to develop a new approach to how we inform young people, their parents and carers about opportunities in Norfolk. 'Developing Norfolk's Future Workforce' is building on the experience of the Apprenticeships Norfolk Fund Programme and needs to link to the wider skills agenda.
- The need to ensure a legacy for the Apprenticeship Programme which will ideally extend beyond apprenticeships to meet the needs of business and ensure productive futures for the young people of Norfolk.

## 3. Resource Implications

- 3.1. **Finance:** The budget of £3.5 million remains committed in accordance with the table in section 2.2. No additional funding is requested in this report and any financial implications of the review, mentioned above, will be brought back to both Panels for discussion.
- 3.2. **Staff:** As mentioned in the report, this initiative is jointly managed by staff from Children's Services and Economic Development and Strategy, with support from a number of areas of the Council, such as nplaw, HR, Risk and Insurance and the Communications shared service. It has been a good example of a multi-disciplinary team working across the authority to deliver real benefit to Norfolk young people, their parents, training providers and businesses. No additional staffing resources are requested in this report and any new staffing requirements arising from the review will be brought back to both Panels for discussion.
- 3.3. **Property:** None.
- 3.4. **IT:** None.

## 4. Other Implications

- 4.1. **Legal Implications:** nplaw was fully engaged in designing the Apprenticeships Norfolk programme.
- 4.2. **Human Rights:** Apprenticeships Norfolk helps young people to get into the jobs market, especially those furthest from it, such as care leavers and those who are NEET.
- 4.3. **Equality Impact Assessment (EqIA):** The needs of disabled apprentices are taken into account in the programme.

- 4.4. **Communications:** As mentioned above, the Communications shared service has played an integral role in promoting the programme, which has been nominated for two regional awards.
- 4.5. **Health and Safety Implications:** The health and safety implications of employing young people were fully explored in the set up of the scheme.
- 4.6. **Environmental Implications:** None, as a direct result of the scheme. Wherever possible young people use public transport to get to their apprenticeship placements.
- 4.7. **Any other implications:** Officers have considered all the implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to take into account.
5. **Section 17 – Crime and Disorder Act**
- 5.1. This initiative engages young people, occupying them and raising their aspirations, meaning that they do not have time on their hands which they could be tempted to use unwisely.
6. **Risk Implications/Assessment**
- 6.1. As for Health and Safety, a full risk assessment has been carried out, to ensure that the potential risks to both young people and employers are fully mitigated.

## Action Required

- (i) Note the progress of the Apprenticeships Norfolk Programme.
- (ii) Approve a review of the final 12 months of the programme, to take into account the changing local and national landscape, including City Deals, as set out in paragraph 2.5.

**Background Papers:** [Paper to Children's Services and ETD Overview and Scrutiny Panels, March 2012](#) (Appendix B on Apprenticeships, at the end of the Economic Growth Strategy paper)

## Officer Contact

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## **Great Yarmouth Borough Surface Water Management Plan**

Report by the Director of Environment, Transport and Development

### **Summary**

This report provides a summary of the process and findings of the Great Yarmouth Borough Surface Water Management Plan (SWMP). This SWMP was jointly funded by Norfolk County Council, Great Yarmouth Borough Council and Anglian Water Services. These organisations formed the leadership of the project Steering Group that was actively supported by the Environment Agency and local Internal Drainage Boards (IDBs).

A high level assessment of surface water flood risk has been undertaken across the entire borough to identify areas where surface water flooding is likely to occur during an extreme rainfall event. These priority areas were taken forward

The predicted consequences of flooding to property, businesses and infrastructure have been analysed and those areas identified to be at more significant risk have been delineated into Critical Drainage Areas (CDAs).

Analysis of the number of properties and infrastructure at risk of flooding has been undertaken for the rainfall event with a 1 in 100 and 1 in 200 probability of occurring in any given year. A review of these statistics coupled with site visits and local knowledge of the study area provides the justification behind the selection of eight (8) areas in Great Yarmouth, Gorleston, Bradwell, Caister-on-Sea and Hemsby as CDAs.

Detailed surface water modelling has been undertaken in six (6) these CDAs in order to better understand the mechanisms and consequences of flooding and the affects of potential mitigation measures. An engineering judgement was given for two (2) CDAs where detailed modelling was considered unnecessary.

Householders in each CDA were contacted by letter and invited to public meetings attended by officers from Norfolk County Council, Great Yarmouth Borough Council, Anglian Water, the Environment Agency and consultants Capita URS. Follow up meetings took place to update the local communities on the progress of the SWMP and the future actions.

It is recognised that surface water flood risk is not limited to these CDAs; in fact, a number of areas are predicted to experience localised flooding and these have been identified for future work and assessment where funding allows.

The SWMP Action Plan identified 31 actions that included changes to planning policy, improved maintenance of drainage systems, installation of rain and water flow gauges, providing information on property protection measures and applying for funding to deliver flood risk mitigation measures.

Funding bids have been submitted to the Environment Agency Flood Defence Grant in Aid process, but gaining external partnership funding will be required to allow further work in the identified CDAs and move towards delivering flood risk mitigation measures.

### **Action Required**

Panel is asked to make any comments on the Surface Water Management Plan and recommend its adoption by Cabinet.

## 1. **Background**

- 1.1. The Floods and Water Management Act 2010 (FWMA) identified an area of flood risk that was previously poorly understood. This local flood risk comprises flooding caused by surface run off, groundwater and ordinary watercourses (also collectively described as 'Surface Water Flooding').
- 1.2. The FWMA 2010 imposed substantial new duties on Norfolk County Council in the management of surface water flood risk, among other duties. As part of the new legislation Norfolk County Council is identified as a 'Lead Local Flood Authority' (LLFA). LLFAs will take charge of local flood management issues for their areas.
- 1.3. A Surface Water Management Plan (SWMP) is the first tool available for developing and understanding of this area of local flood risk.  

A SWMP is a framework to help LLFAs understand the causes of surface water flooding and agree the most cost effective ways of managing surface water flood risk. The main outputs are a co-ordinated Action Plan to prioritise projects to reduce surface water flood risk, engagement and commitment to the public, business and communities in potential flood risk areas and detailed mapping of areas prone to surface water flood risk. These maps will assist local authorities fulfil their flood risk responsibilities and provide evidence for land use and emergency planning.
- 1.4. The data, mapping and actions that come from the SWMP will feed into Norfolk's Local Flood Risk Management Strategy as well as providing evidence for flood mitigation and property protection funding bids that will help communities in flood risk areas.

## 2. **The Great Yarmouth Borough Surface Water Management Plan**

- 2.1. The SWMP was undertaken in Great Yarmouth Borough as a result of Norfolk County Councils Preliminary Flood Risk Assessment (PFRA) work. The PFRA identified Great Yarmouth Borough as a priority area. In an extreme rainfall event, approximately 7,000 people could be affected by flooding, along with over 700 non-residential properties and more than 30 critical service locations (schools, utilities services (water/power) and hospitals). The level of risk was also validated by significant flooding occurring in 2006 due to prolonged rainfall. More than 90 properties in Great Yarmouth and Lowestoft were affected.
- 2.2. This SWMP was jointly funded by Norfolk County Council, Great Yarmouth Borough Council and Anglian Water Services. These organisations formed the leadership of the project Steering Group that was actively supported by the Environment Agency and local Internal Drainage Boards (IDBs).
- 2.3. An initial strategic assessment of risk completed by the Steering Group identified the following settlements as being vulnerable to surface water flooding: Belton, Bradwell,

Caister-on-Sea, Gorleston, Great Yarmouth, Hemsby, Hopton-on-Sea, Martham, Ormesby-St-Margaret and Winterton-on-Sea.

- 2.4. Priority for detailed assessment was determined using a combination of known historic incidents, a series of site visits, potential for future development, potential environmental impacts and predicted number of buildings flooded using Environment Agency surface water flood risk mapping.

The prioritisation process identified the following settlements for further detailed assessment:

- Great Yarmouth inc. Gorleston (south of River Yare) – Detailed Modelling
- Great Yarmouth (north of River Yare) – Detailed Modelling
- Bradwell – Detailed Modelling
- Caister-on-Sea – Engineering Judgement Based Detailed Assessment
- Hemsby - Engineering Judgement Based Detailed Assessment

- 2.5. The remaining settlements (Martham, Hopton-on-Sea, Winterton-on-Sea and Belton) have been assessed at the intermediate level only and have flood risk management actions defined for each based on local conditions. They have not been progressed for detailed assessment as the available flood risk information is judged sufficient to be able to make effective risk management decisions.

- 2.6. Detailed risk assessment using a combination of computer modelling and engineering judgement based methods identified eight (8) Critical Drainage Areas (CDAs).

The definition of a CDA in this context is:

‘a discrete geographic area (usually a hydrological catchment) where multiple or interlinked sources of flood risk cause flooding during a severe rainfall event thereby affecting people, property or local infrastructure.’

- 2.7. Approximately 342 properties could be at risk of flooding during a rainfall event with a 1 in 100 probability of occurrence in any given year within the CDAs in the Great Yarmouth urban areas. Approximately 1,042 properties could be at risk of flooding during a rainfall event with a 1 in 200 probability of occurrence in any given year with the CDAs in the Caister and Hemsby areas.

It should be noted that two different probabilities have been used for the CDA assessment as each relies on a different flood risk data set. Computer modelling was completed for the Great Yarmouth urban areas while Hemsby / Caister were assessed using a nation wide surface water flood risk map. The nation wide surface water flood risk map was used for Hemsby / Caister as this was judged to be a good representation of local flood risk without the need for computer modelling as part of this study.

- 2.8. For each of the CDAs identified within the study area, site-specific measures have been identified that could be considered to help alleviate surface water flooding. These measures were subsequently shortlisted to identify preferred options for each CDA, and feasibility studies will be progressed as part of the Action Plan.
- 2.9. It is equally important to recognise that flooding within the study area is not confined to just the CDAs, and therefore, throughout the study area there are opportunities for generic measures to be implemented through the establishment of a policy position on issues including the widespread use of water conservation measures such as water butts and rainwater harvesting technology, use of soakaways, permeable paving and green roofs. In addition, there are opportunities to raise community awareness to surface water flood risk across the whole study area.
- 2.10. Funding bids have been submitted to the Environment Agency Flood Defence Grant in Aid process, but gaining external partnership funding will be required to allow further work in the identified CDAs and move towards delivering flood risk mitigation measures.
- 2.11. Norfolk County Council as Lead Local Flood Authority has the statutory duty to coordinate the management of local flood risk. Under Section 9 of the Flood and Water Management Act 2010, Norfolk County Council “must develop, maintain, apply and monitor a strategy for local flood risk management in its area. The Great Yarmouth Borough Surface Water Management Plan forms part of the evidence base for that strategy.

### 3. **Resource Implications**

#### 3.1. **Finance:**

No funding for future capital mitigation works has been confirmed or is guaranteed at present. The data from the SWMP is essential for submitting bids to the Environment Agency, Anglian Water and other organisations to gather sufficient partnership funding that will lead to flood mitigation schemes. Potential funding opportunities are being explored by the Steering Group and an initial bid has been made to the EA Flood Defence Grant in Aid process for schemes worth approx £1m. This report does not commit NCC to any additional funding requirements.

#### 3.2. **Staff:**

None at this time

#### 3.3. **Property:**

Bradwell Library

#### 4. **Other Implications**

##### 4.1. **Equality Impact Assessment (EqIA):**

None at this time.

##### 4.2. **Communications:**

The development of the Surface Water Management Plan has followed an agreed communication and engagement process, including organising stakeholder workshops and public drop in events. Communications are ongoing with stakeholders and residents in the identified Critical Drainage Areas.

##### 4.3. **Environmental Implications:**

None at this time

##### 4.4. **Any other implications:**

None at this time

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

5.1. N/a

#### 6. **Risk Implications/Assessment**

6.1. Under the Flood and Water Management Act 2010, Norfolk County Council, as the Lead Local Flood Authority for the area, has a duty to understand the potential risk from surface water flooding and to seek measures that will mitigate this risk. Surface Water Management Plans form the recommended method for assessing this risk and proposing mitigation measures.

The findings of the Surface Water Management Plan need to be communicated to stakeholders, communities and residents in areas of risk and this will include the publication of the surface water flood risk maps. These maps provide a greater level of accuracy than the information currently available and can exclude properties from a flood risk area. However, the surface water flood risk maps will provide a new level of understanding of this risk which could be used by the insurance industry.

Without the data from Surface Water Management Plan we will be unable to bid for funding to help mitigate the potential flood risk. If implemented, the mitigation measures would move the properties from a higher level of flood risk to a lower level.

#### 7. **Alternative Options**

7.1. N/a

#### **Action Required**

- (i) Panel is asked to make any comments on the Surface Water Management Plan and recommend its adoption by Cabinet.



## Background Papers

- Appendix A: GYBC SWMP Surface Water Flooding
- Appendix B: GYBC SWMP Executive Summary
- Appendix C: GYBC SWMP Critical Drainage Areas
- Appendix D: GYBC SWMP Leaflet
- Appendix E: GYBC SWMP Communication and Engagement
- Appendix F: GYBC SWMP Bradwell CDA
- Appendix G: GYBC SWMP Caister-on-Sea CDA
- Appendix H: GYBC SWMP Claydon and Southtown CDA
- Appendix I: GYBC SWMP Gorleston CDA
- Appendix J: GYBC SWMP Hemsby CDA
- Appendix K: GYBC SWMP North Yarmouth CDA
- Appendix L: GYBC SWMP Northgate CDA
- Appendix M: GYBC SWMP South Yarmouth CDA
- Appendix N: GYBC SWMP Glossary and Abbreviations

## Officer Contact

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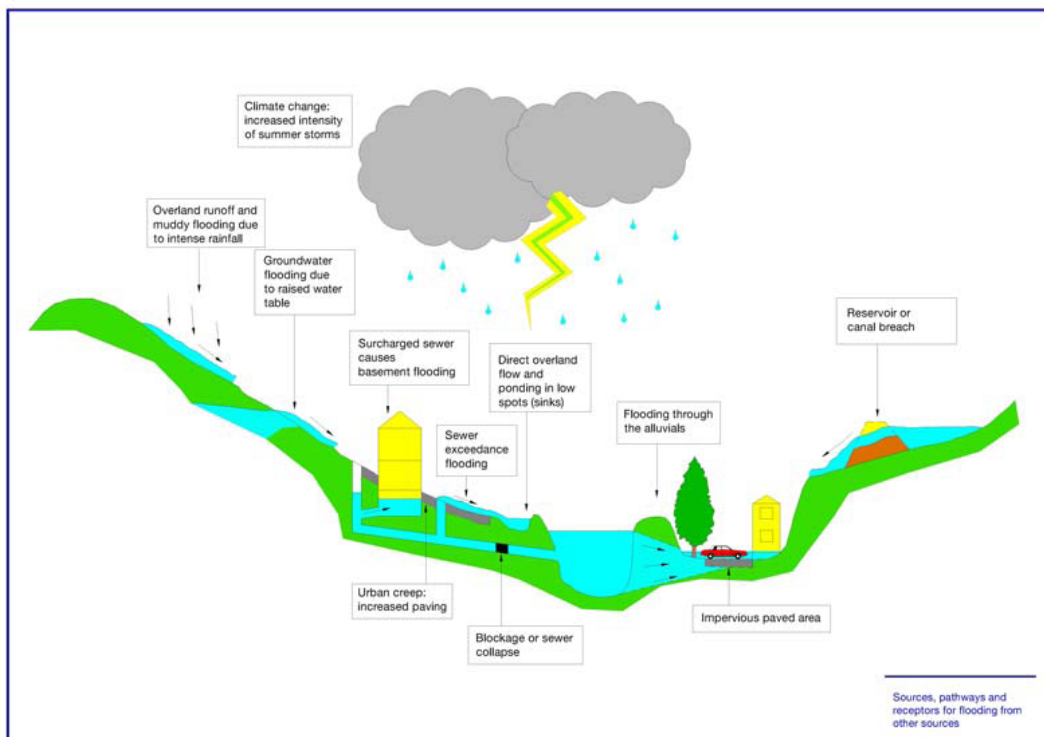
## Surface Water Flooding

Surface water flooding happens when the ground, rivers and drains cannot absorb heavy rainfall.

Typically this type of flooding is localised and happens very quickly after the rain has fallen, making it difficult to give any flood warning. It is therefore important to identify areas where measures need to be taken to protect properties and critical infrastructure from surface water flooding.

Surface water flooding is a general term which is used to cover flooding from:

- Run-off of rainwater from impermeable surfaces, such as roofs, roads, driveways, patios, car parks and saturated or baked hard land
- groundwater in areas where water has percolated into the soil on high ground and then emerges in lower areas, and
- flooding from small streams, drainage ditches, drains or sewers.

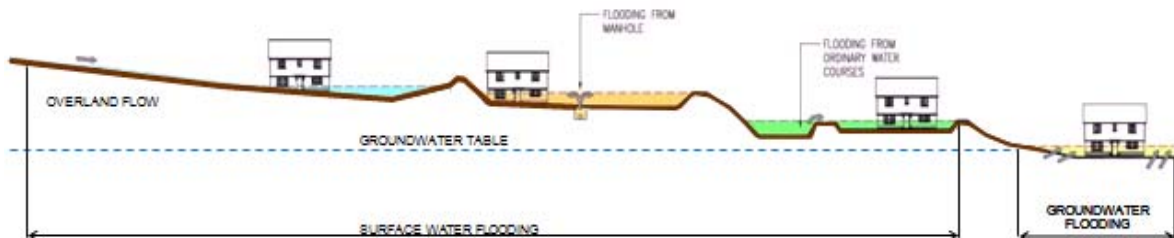


Flooding from Local Sources (Making Space for Water HA4a pilot)

# Executive Summary

## Purpose

The Surface Water Management Plan (SWMP) for Great Yarmouth Borough investigates the risks of surface water flooding and proposes a surface water management strategy for Great Yarmouth Borough. Surface water flooding describes flooding from sewers, drains, groundwater, run off from land, small watercourses and ditches that occurs as a result of heavy rainfall (as illustrated in Figure ES1 below).



**Figure ES1: Surface Water Flooding**

The SWMP was undertaken in Great Yarmouth Borough as a result of Norfolk County Councils Preliminary Flood Risk Assessment (PFRA) work. The PFRA identified Great Yarmouth Borough as a priority area. In an extreme rainfall event, approximately 7,000 people could be affected by flooding, along with over 700 non-residential properties and more than 30 critical service locations (schools, utilities services (water/power) and hospitals). The level of risk was also validated by significant flooding occurring in 2006 due to prolonged rainfall. More than 90 properties in Great Yarmouth and Lowestoft were affected.

The aim of a SWMP is to understand and resolve complex, high risk surface water flooding problems in urbanised areas. A SWMP brings together key local partners, with responsibility for surface water and drainage in their areas, to collaborate to investigate the causes of surface water flooding and agree the most cost effective way of managing surface water flood risk.

## Partnership

The project was jointly funded by Norfolk County Council, Great Yarmouth Borough Council and Anglian Water Services. These organisations form the leadership of the project Steering Group that is actively supported by the Environment Agency, local Internal Drainage Boards (IDBs) and representatives from the Broads Authority. In order to provide an integrated approach to surface water management, it is important that key stakeholders with responsibility for different flood mechanisms are able to work together in a holistic manner.

## Risk Assessment

The purpose of the risk assessment phase is to determine the level of probable future risk within Great Yarmouth Borough, prioritise higher risk areas for further investigation and identify 'quick win' flood mitigation actions.

### Strategic Assessment

An initial strategic assessment of risk completed by the Steering Group identified the following settlements as being vulnerable to surface water flooding:

- Belton
- Bradwell
- Caister-on-Sea
- Gorleston
- Great Yarmouth
- Hemsby
- Hopton-on-Sea
- Martham
- Ormesby-St-Margaret
- Winterton-on-Sea

## Intermediate Assessment

This assessment used existing flood risk information combination with a series of site visits to assess probable surface water flood risk to the above ten settlements within Great Yarmouth Borough. The purpose of this assessment was to correlate historic incident information with the national level Flood Map for Surface Water (FMfSW) and determine the priority for further investigation work. Priority for detailed assessment was determined using a combination of known historic incidents, potential for future development, potential environmental impacts and predicted number of buildings flooded (using the national FMfSW).

The prioritisation process identified the following settlements for further detailed assessment:

- Great Yarmouth inc. Gorleston (south of River Yare) – Detailed Modelling
- Great Yarmouth (north of River Yare) – Detailed Modelling
- Bradwell – Detailed Modelling
- Caister-on-Sea – Engineering Judgement Based Detailed Assessment
- Hemsby - Engineering Judgement Based Detailed Assessment

The remaining settlements (Martham, Hopton-on-Sea, Winterton-on-Sea and Belton) have been assessed at the intermediate level only and have flood risk management actions defined for each based on local conditions. They have not been progressed for detailed assessment as the available flood risk information is judged sufficient to be able to make effective risk management decisions.

## Detailed Assessment

Detailed risk assessment using a combination of computer modelling and engineering judgement based methods identified eight (8) Critical Drainage Areas (CDAs) as shown in Figure ES2. The risk assessment process identifies the areas of probable flooding (the 'impacts') and the surrounding area that contributes runoff (the 'catchment') - the combination of these areas is defined for the purposes of this study as a CDA. The definition of a CDA in this context is:

*'a discrete geographic area (usually a hydrological catchment) where multiple or interlinked sources of flood risk cause flooding during a severe rainfall event thereby affecting people, property or local infrastructure.'*

Approximately 342 properties could be at risk of flooding during a rainfall event with a **1 in 100** probability of occurrence in any given year with the CDAs in the Great Yarmouth urban areas. Table ES1 summarises the types of properties predicted to be flooded. Approximately 1,042 properties could be at risk of flooding during a rainfall event with a **1 in 200** probability of occurrence in any given year with the CDAs in the Caister and Hemsby areas. It should be noted that two different probabilities have been used for the CDA assessment as each relies on a different flood risk data set. Computer modelling was completed for the Great Yarmouth urban areas while Hemsby / Caister were assessed using a nation wide surface water flood risk map. The nation wide surface water flood risk map was used for Hemsby / Caister as this was judged to be a good representation of local flood risk without the need for computer modelling as part of this study.

**Table ES1: Predicted Flooded Properties Summary – 1 in 100 Year Flood Event (Great Yarmouth Urban Area CDAs)**

| Property Type           | Flood Risk Vulnerability Classification | Number of flooded properties above depth threshold |           |
|-------------------------|-----------------------------------------|----------------------------------------------------|-----------|
|                         |                                         | >0.1m                                              | >0.5m     |
| Infrastructure          | Essential Infrastructure                | 0                                                  | 0         |
|                         | Highly Vulnerable                       | 3                                                  | 1         |
|                         | More Vulnerable                         | 4                                                  | 0         |
| Households              | Non-Deprived                            | 73                                                 | 0         |
|                         | Deprived                                | 173                                                | 14        |
| Commercial / Industrial | Units (All)                             | 40                                                 | 4         |
| Others                  | Other Flooded Properties                | 48                                                 | 4         |
|                         | Infrastructure Other                    | 1                                                  | 0         |
| <b>Total</b>            |                                         | <b>342</b>                                         | <b>23</b> |

**Table ES2: Predicted Flooded Properties Summary – 1 in 200 Year Flood Event (Caister and Hemsby CDAs)**

| Property Type           | Flood Risk Vulnerability Classification | Number of flooded properties above depth threshold |            |
|-------------------------|-----------------------------------------|----------------------------------------------------|------------|
|                         |                                         | >0.1m                                              | >0.3m      |
| Infrastructure          | Essential Infrastructure                | 0                                                  | 0          |
|                         | Highly Vulnerable                       | 2                                                  | 0          |
|                         | More Vulnerable                         | 4                                                  | 0          |
| Households              | Non-Deprived                            | 601                                                | 137        |
|                         | Deprived                                | 0                                                  | 0          |
| Commercial / Industrial | Units (All)                             | 22                                                 | 7          |
| Others                  | Other Flooded Properties                | 404                                                | 137        |
|                         | Infrastructure Other                    | 9                                                  | 4          |
| <b>Total</b>            |                                         | <b>1042</b>                                        | <b>285</b> |

**Table ES3: Infrastructure Sub-Categories**

| Category                        | Description                                                                                              |
|---------------------------------|----------------------------------------------------------------------------------------------------------|
| <b>Essential Infrastructure</b> | Essential transport infrastructure which has to cross the area at risk                                   |
|                                 | Essential utility infrastructure which has to be located in a flood risk area for operation reasons      |
|                                 | Mass evacuation routes                                                                                   |
|                                 | Electricity generating power stations and grid and primary substations                                   |
|                                 | Water treatment works                                                                                    |
| <b>Highly Vulnerable</b>        | Police stations, Ambulance stations, Fire stations, Command Centres and telecommunications installations |
|                                 | Installations requiring hazardous substances consent                                                     |
| <b>More Vulnerable</b>          | Hospitals and health Services                                                                            |
|                                 | Education establishments, nurseries                                                                      |
|                                 | Landfill, waste treatment and waste management facilities for hazardous waste                            |
|                                 | Sewage treatment works                                                                                   |
|                                 | Prisons                                                                                                  |

## Options Assessment

The options assessment defines which options are generally available for reducing flood risk within the study area and specific concept level mitigation solutions for each of the CDAs. As well as surface water, consideration is given to other sources of flooding and their interactions with surface water flooding, with particular focus on options which will provide flood alleviation from combined flood sources. Approximate capital cost estimates of the potential CDA options have been determined, but it should be noted that no funding has been confirmed or is guaranteed at present. Potential funding opportunities are still to be explored by the Steering Group.

To assist with prioritisation and programming of further work on all CDAs, a basic prioritisation methodology based on the number of properties predicted to be at risk was applied to the CDAs. At this stage of flood risk investigation and mitigation it is important to keep this method simple and transparent to ensure clear interpretation of the decision making process to prioritise one area over another. This will aid in demonstrating that future spending on surface water management is distributed equitably around the study area. The high priority CDAs were identified to be South Yarmouth, Northgate, Caister-on-Sea and Hemsby. For each High Priority CDA, it is recommended that the Steering Group:

- Undertake a detailed feasibility study
- Complete further public consultation
- Review all benefits of proposed schemes and identify links with partner organisation goals

Medium and Low Priority CDAs do not justify immediate further investigation, but should have the following actions considered for implementation. Evidence gathered from these actions may increase the level of priority or identify quick win actions in the future.

- Investigate (confirm) whether flooding incidents have occurred in CDAs and other areas identified as being at risk of flooding
- Monitor flood risk related problems and manage future development using proposed CDA preferred options to minimise impact on flood risk
- Work proactively to monitor the condition of ordinary watercourses and associated culverts and review maintenance practices as required.
- Work proactively with the EA and local IDBs to monitor the condition of Main Rivers, culverts and defences.
- Engage NCC Highways and the Highways Agency to monitor any future flooding and assess the associated risk on all Major Roads

## Action Plan

The Action Plan outlines a wide range of recommended measures that could be undertaken to manage surface water within the study area more effectively by each of the Steering Group members. The Action Plan identifies:

- General flood risk management actions to integrate outcomes, recommendations and new information from this study into the practices of all Steering Group organisations
- Strategic Planning Policy actions to assist NCC and GYBC to manage future developments in the context of local flood risk management
- Maintenance actions to prompt possible review of current schedules in the context of new information presented in this study
- High priority CDA actions to be considered to better understand flood risk in specific areas and proactively manage operational risks
- All CDA actions to be considered across all CDAs identified within this study
- Transport infrastructure risk assessment actions to investigate at risk major roads and pedestrian underpasses to understand the potential risk associated with each

The SWMP Action Plan is a 'living' document and should be reviewed / updated regularly. Triggers could include the occurrence of a surface water flood event, when additional data or modelling becomes available, following the outcome of investment decisions by partners and following any

additional major development or changes in the catchment which may influence the surface water flood risk within the study area.

## **Implementation**

Implementation of the Action Plan will require continued work within the Steering Group. NCC should coordinate with relevant internal and external partners in order to ensure a holistic approach to the implementation of outputs and actions from the SWMP. The sections below summarise the implementation actions that should be considered by each of the Steering Group partners:

### Anglian Water

Consider how the outputs from this SWMP could be used to influence investment and funding schedule for drainage improvements and maintenance programmes across the study area

### Strategic Planning (NCC and GYBC)

There are three key avenues by which the findings of this SWMP are recommended to be taken forward through the planning system:

1. The SWMP maps which identify potential areas that are more vulnerable to surface water flooding should be used in addition to information in SFRAs
2. The SWMP maps which identify potential areas that are more vulnerable to surface water flooding should be used to update/prepare policies in the Local Plan
3. The SWMP maps which identify potential areas that are more vulnerable to surface water flooding should be used to inform development decisions for sites or areas by either:
  - Resulting in modifications to strategies, guidance, or policies for major development locations (e.g. through Area Action Plans and Supplementary Planning Guidance); or
  - Influencing planning decisions in relation to the principle, layout or design of particular development proposals.

### Emergency Planning (NCC and GYBC)

The SWMP surface water flood maps can be used to:

- Identify vulnerable people or groups of vulnerable people who are at risk of flooding
- Identify critical transport routes that could be subject to flooding
- Understand how emergency response infrastructure (fire stations, ambulance stations, police stations, hospitals and command centres) and related access routes may be impacted by flooding
- Estimate the overall cumulative impact of a significant rainfall event (i.e. the combined impact of access route blockage, flooding of significant infrastructure and impact to groups of properties)
- Identify groups of buildings that are potentially at risk of significant flooding
- Hazard rating and predicted depth maps show clear differentiation of level of risk that may be encountered within each area of predicted flooding

## Review

### Timeframe

It is recommended that the Action Plan is regularly reviewed and updated to reflect any necessary amendments. In order to capture the works undertaken by Steering Group members, it is recommended that the Action Plan review should be on an annual basis.

### Monitoring

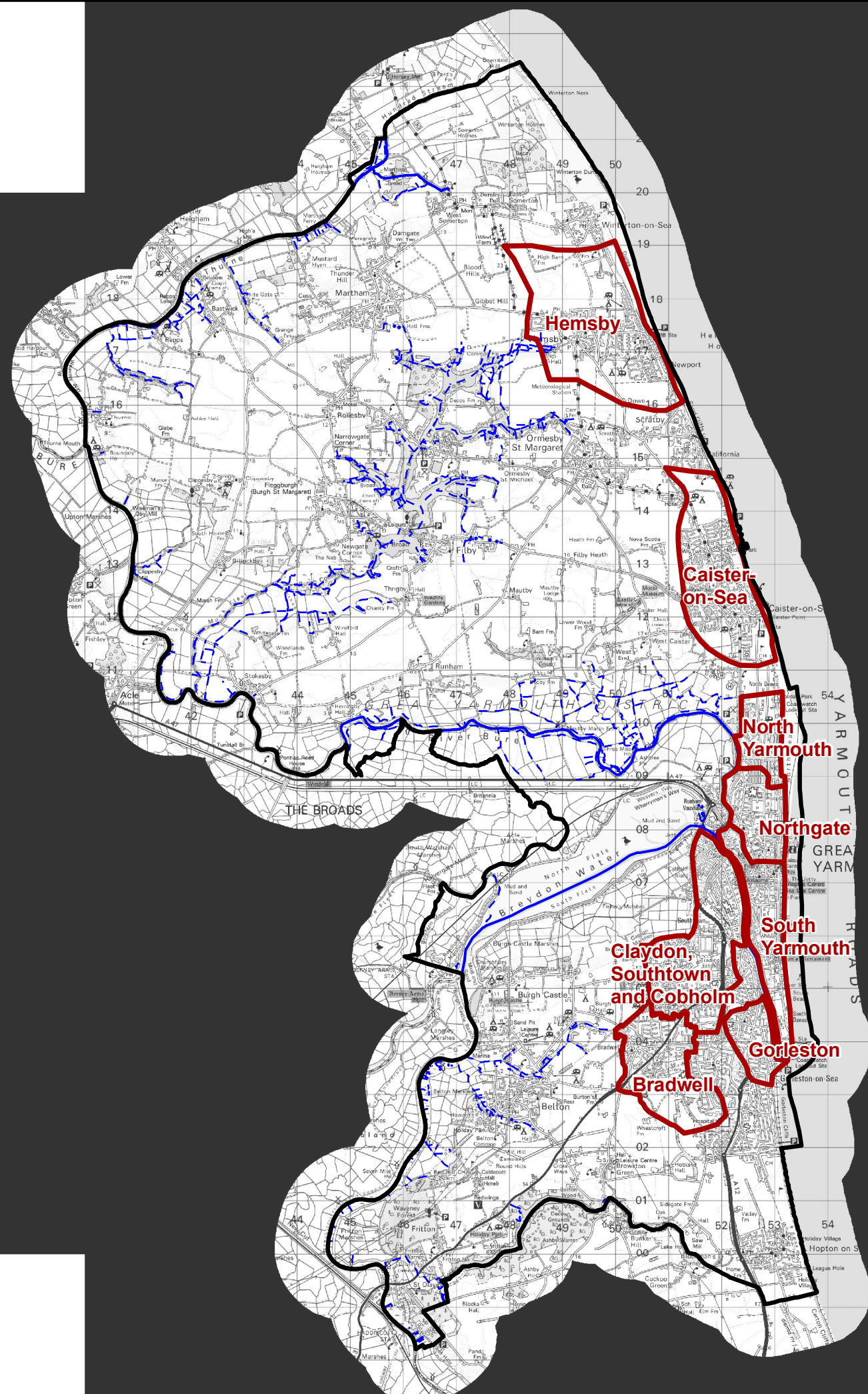
The SWMP Action Plan should be reviewed and updated annually as a minimum, but there may be circumstances which might trigger a review and/or an update of the SWMP and/or the Action Plan in the interim. Examples of events which would likely trigger a review include:

- Occurrence of a surface water flood event
- Additional data or modelling becoming available, which may alter the understanding of risk within the study area
- Outcome of investment decisions by partners is different to the preferred option, which may require a revision to the action plan
- Additional (major) development or other changes in the study area which may affect the surface water flood risk






**Table ES4: Household Sub-Categories**

| <b>Category</b>            | <b>Description</b>                                                                                                           |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------|
| <b>Households</b>          | All residential dwellings                                                                                                    |
|                            | Caravans, mobile homes and park homes intended for permanent residential use                                                 |
|                            | Student halls of residence, residential care homes, children's homes, social services homes and hostels                      |
| <b>Deprived Households</b> | Those households falling into the lowest 20% of ranks by the Office of National Statistics' Indices of Multiple Deprivation. |





**Legend**

-  Administrative Boundary
-  Main River
-  Ordinary Watercourse
-  Culverted Watercourse
-  Critical Drainage Areas

**Notes**

**Great Yarmouth Borough**  
  

  
**Surface Water Management Plan**

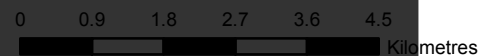
© Crown Copyright. All rights reserved Norfolk County Council. Licence No.100019340 (2013). Covers all data that has been supplied and distributed under license for the Great Yarmouth SWMP project.

| Scale at A3 | Date      | Drawn by    | Approved by |
|-------------|-----------|-------------|-------------|
| 1:95,000    | July 2013 | G.ATHANASIA | M.ARTHUR    |

**Critical Drainage Areas Overview**  
**DRAFT**

**Consultant**  
**CAPITA SYMONDS | URS**  
 Flood Risk Management  
 Capita Symonds  
 Level Seven,  
 52 Grosvenor Gardens,  
 Belgravia,  
 London  
 SW1W 0AU

**FIGURE 12**



Filepath: G:\environment\ZWE\TCS058209\_CrtYarmouthSWMP\GIS\ArcMxds\Fig12\_SWMP\_Crt\_Yarmouth\_CDA\_Overview.mxd

# What is surface water flooding?



Surface water flooding happens when the ground, rivers and drains cannot absorb heavy rainfall.

Typically this type of flooding is localised and happens very quickly after the rain starts falling, making it difficult to give any flood warning. It is therefore important to identify areas where measures need to be taken to protect properties and critical services

## Surface water flooding is a general term which is used to cover flooding from:

- runoff of rainwater from impermeable surfaces, such as roofs, roads, driveways, patios, car parks and saturated or baked hard land
- groundwater in areas where water has soaked into the soil on high ground and then emerges in lower areas, and
- flooding from small streams, drainage ditches, drains or sewers.



## What is a Surface Water Management Plan?

A Surface Water Management Plan (or SWMP) takes a comprehensive look at the causes of surface water flooding and its consequences, using historical flood records and detailed models of potential future floods.

The SWMP will be used to help identify areas that are most at risk from surface water flooding during heavy rainfall events; these areas will be prioritised for further detailed study and work.

This work can involve a range of solutions, from engineering schemes to reduce the risk of flooding to advising residents and businesses how to protect their properties from flooding.

**If you need this information in large print, audio, Braille, alternative format or in a different language please contact us on 01603 638081 and we will do our best to help.**



## Great Yarmouth Borough Surface Water Management Plan

Information leaflet

 **Norfolk** County Council



## Further information...

**Norfolk County Council** is working closely with partners, Great Yarmouth Borough Council, Anglian Water, the Environment Agency, Internal Drainage Boards and with support from our flood risk consultants Capita Symonds URS, to better understand local flood risk across the Borough of Great Yarmouth.

**If you would like further information, please refer to the contact details below:**

**Norfolk County Council** – for advice on highways and local flood risk management  
Telephone: **0344 800 8020**  
[www.norfolk.gov.uk](http://www.norfolk.gov.uk)

**Great Yarmouth Borough Council** – for advice on planning, public health and community resilience  
Telephone: **01493 856100**  
[www.great-yarmouth.gov.uk](http://www.great-yarmouth.gov.uk)

**Anglian Water** – for advice on sewers and drains  
Telephone: **08457 145 145**  
[www.anglianwater.co.uk](http://www.anglianwater.co.uk)

**Environment Agency** – for flood warnings and home protection  
Telephone: **0845 88 188**  
[www.environment-agency.gov.uk](http://www.environment-agency.gov.uk)

**The National Flood Forum** – for support and advice to communities that have been flooded or are at risk of flooding  
Telephone: **01299 403055**  
[www.floodforum.org.uk](http://www.floodforum.org.uk)

1668 CB 6/13

# What can I do to help reduce flood risk?



### Water butts:

Can provide small scale water storage.

### Permeable surfaces:

Where possible, keep or restore permeable surfaces such as grass and gravel in your garden as these allow water to soak evenly into the ground. This reduces the 'runoff' from hard surfaces such as tarmac that increases flood risk.

### Permitted development:

If you are building an extension or conservatory, patio or driveway, ensure that all surface water drainage will not add to the flood risk in your area. Options include keeping the foul and surface water drains separate, using permeable materials and using sustainable drainage systems. Seek advice from: Great Yarmouth Borough Council.



### Measures that you can install to protect your property:

- Flood resistant doors
- Air brick covers
- Sewer brakes – to prevent backflow through the sewer system
- Waterproofing – floors and lower courses of walls.

**Always use a qualified assessor and installer for all flood prevention and protection products and ensure that the products have the BSI Kitemark.**

### For more detailed information, see:

The Environment Agency Flood Products leaflet – [www.environment-agency.gov.uk/homeandleisure/floods](http://www.environment-agency.gov.uk/homeandleisure/floods)

The CIRIA advice sheets – [www.ciria.org/flooding](http://www.ciria.org/flooding)

### Other sources of advice include:

The Flood Protection Association – [www.thefpa.org.uk](http://www.thefpa.org.uk)

The British Damage Management Association – [www.bdma.org.uk](http://www.bdma.org.uk)



# Public Communication and Engagement

## Priority Settlement Site Visits (August 2012)

The ten settlements that were identified as being more vulnerable to surface water flooding at the start of the SWMP process were visited by officers from the Steering Group and consultants from URS. These site visits were publicised through local papers, Councillors and Resilience Forums. Representatives from every settlement met with the officers and consultants to give first hand evidence of the flooding history and locations. This evidence was important in the process to decide which areas to take forward to the detailed assessment stage and to raise the profile of the SWMP.

## Elected Members Workshop (February 2013)

Elected members from Great Yarmouth Borough Council, Parish Councils within identified higher risk areas, Local Resilience Forum Members and representatives from the local emergency services attended a workshop that covered:

- A summary of the project to date
- Details of the risk assessment approach
- Draft surface water modelling results
- Potential impacts of infrastructure, critical assets and vulnerable people
- Discussion of potential flood mitigation solutions



## Public 'Drop In' Sessions (June 2013)

The general public was invited to a series of 'drop in' sessions held at Caister Council Hall, Gorleston Library, 'The Pavillion' (Hemsby) and Great Yarmouth Town Hall. The events were publicised through the local papers, radio, Parish Councillors, Local Resilience Forums and a direct mail out to those properties identified as possibly at risk within the study area. Attendees were able to view surface water flood maps of the local area, proposed mitigation solutions and have informal discussions with members of the Steering Group. The Steering Group was able to obtain valuable input on local flooding issues and gauge the general opinion of the possible flood mitigation solutions proposed.

**Elected Member and Stakeholder Presentation (September 2013)**

Elected members Parish Councils, Local Resilience Forum Members and other stakeholders from within identified Critical Drainage Areas attended a presentation that covered:

- A summary of the project to date
- Intermediate Level Risk Assessment Results
- Detailed Level Risk Assessment Results
- Proposed Mitigation Options
- Action Plan and Next Steps

There is a commitment from all the members of the SWMP Steering Group to continue the project work and to seek to implement measures that will reduce the potential flood risk. Communication with residents and stakeholders in the CDAs and other areas vulnerable to surface water flooding is ongoing and shows our long term commitment to reducing the flood risk.

# Great Yarmouth Surface Water Management Plan - Options Appraisal Summary

## PROBLEM IDENTIFIED:

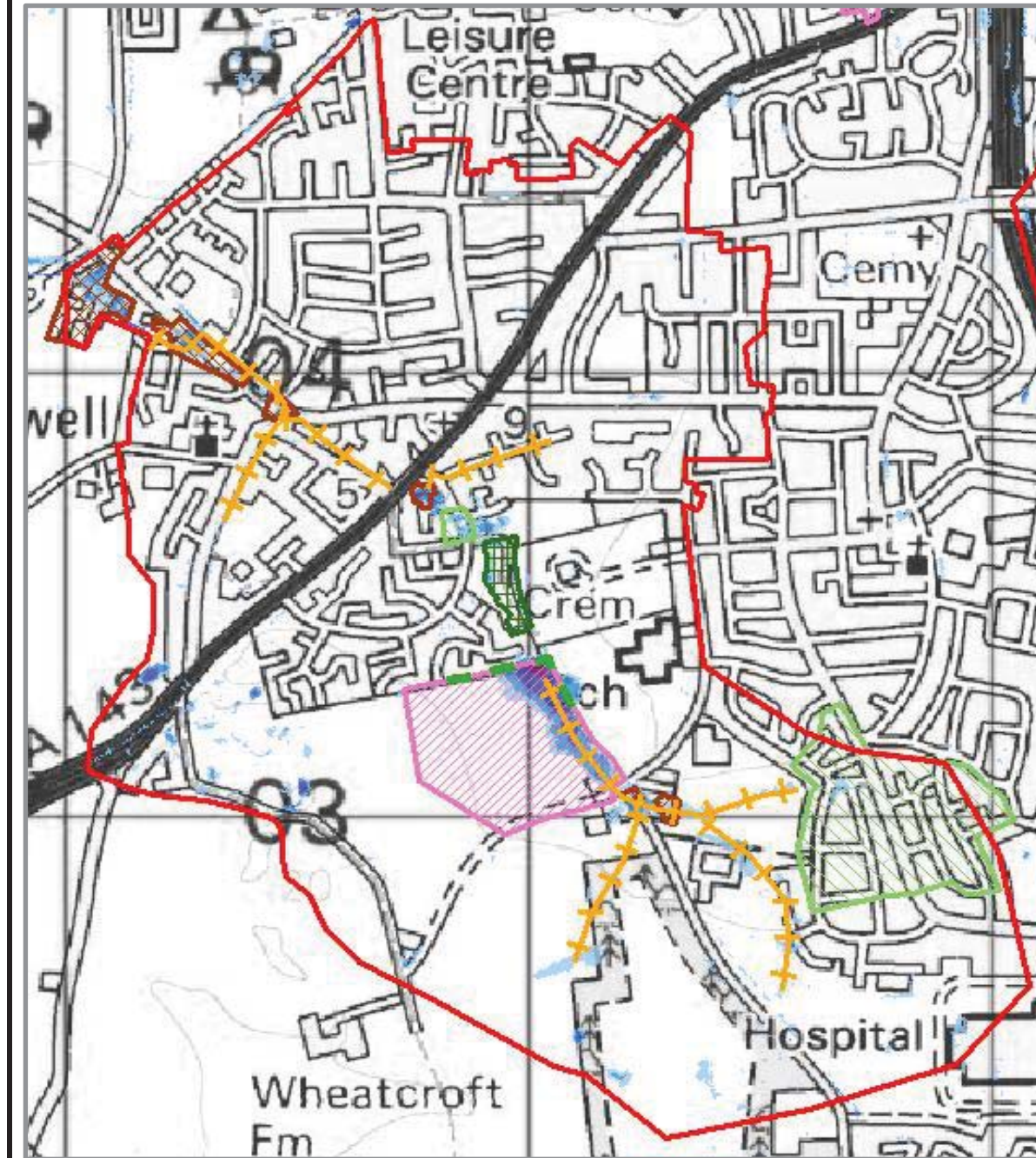
This CDA is located in the Bradwell area of Great Yarmouth. The pluvial modelling indicates surface water flooding across the central portion of the CDA as a result of the natural valley topography. This flooding may be a result of a historic ordinary water course (OWC) being lost due to urban expansion. It is noted that there are more than 15 properties on the AWS DG5 register along Beech Road, Lords Lane, Yew Tree Close and Green Lane. NCC Highways have recently installed a separated surface water pipe system including two storage areas - however, these are designed to accommodate a 1 in 10yr probability event and are unlikely to deliver substantial benefits for events exceeding this return period. Current pluvial flood models for the 1% AEP event with an allowance for climate change indicates areas to the south of Jews Lane flooding to depths up to 400mm.

Fluvial Flood Zones 2 in is located near the north west boundary of the CDA along a small portion of open land. The region is classified as being at low risk of groundwater flooding. The area to the south Jews Lane has been identified for possible development and presents an opportunity for 3rd party funding of a mitigation solution. The preferred flood mitigation solution for this CDA includes a combination of storage / runoff reduction SUDS at Jews Lane, designation of overland flow paths, embankments and property level resilience.

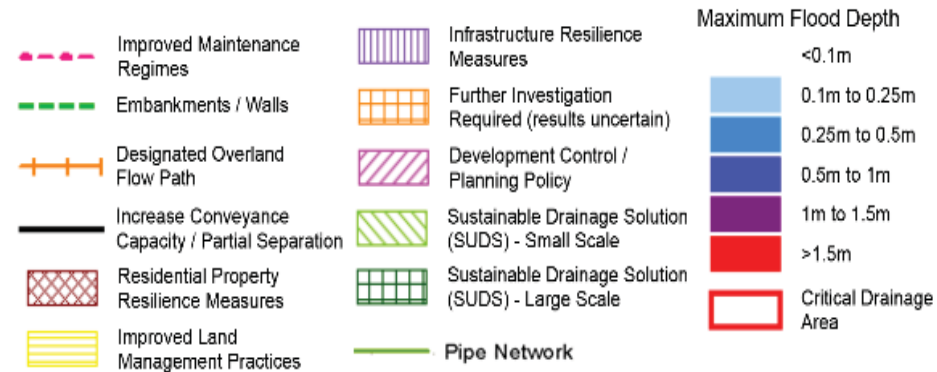
## Critical Drainage Area

**Bradwell**

Great Yarmouth Borough



## LEGEND



## PREFERRED OPTIONS SUMMARY:

| Options Summary                                     | Available Option | Preferred |
|-----------------------------------------------------|------------------|-----------|
| Do Nothing                                          |                  |           |
| Do Minimum                                          |                  |           |
| Improved Maintenance                                |                  |           |
| Planning Policy                                     |                  |           |
| SUDS (Source Control - Small Scale)                 |                  |           |
| SUDS (Large Scale - Flood Storage)                  |                  |           |
| Separate Surface Water and Foul Water Sewer Systems |                  |           |
| De-culvert / Increase Conveyance                    |                  |           |
| Preferential / Designated Overland Flow Routes      |                  |           |
| Community Resilience                                |                  |           |
| Infrastructure Resilience                           |                  |           |
| Other - Improvement to Drainage Infrastructure      |                  |           |
| Other or Combination of Above                       |                  |           |

## Flood Risk Source

|               |     |
|---------------|-----|
| Surface Water | Yes |
| Groundwater   | No  |
| Sewer         | Yes |
| Fluvial       | Yes |
| Tidal         | No  |

## Validation

|                 |     |
|-----------------|-----|
| Historic Events | Yes |
| Site Inspection | Yes |



# Great Yarmouth Surface Water Management Plan - Options Appraisal Summary

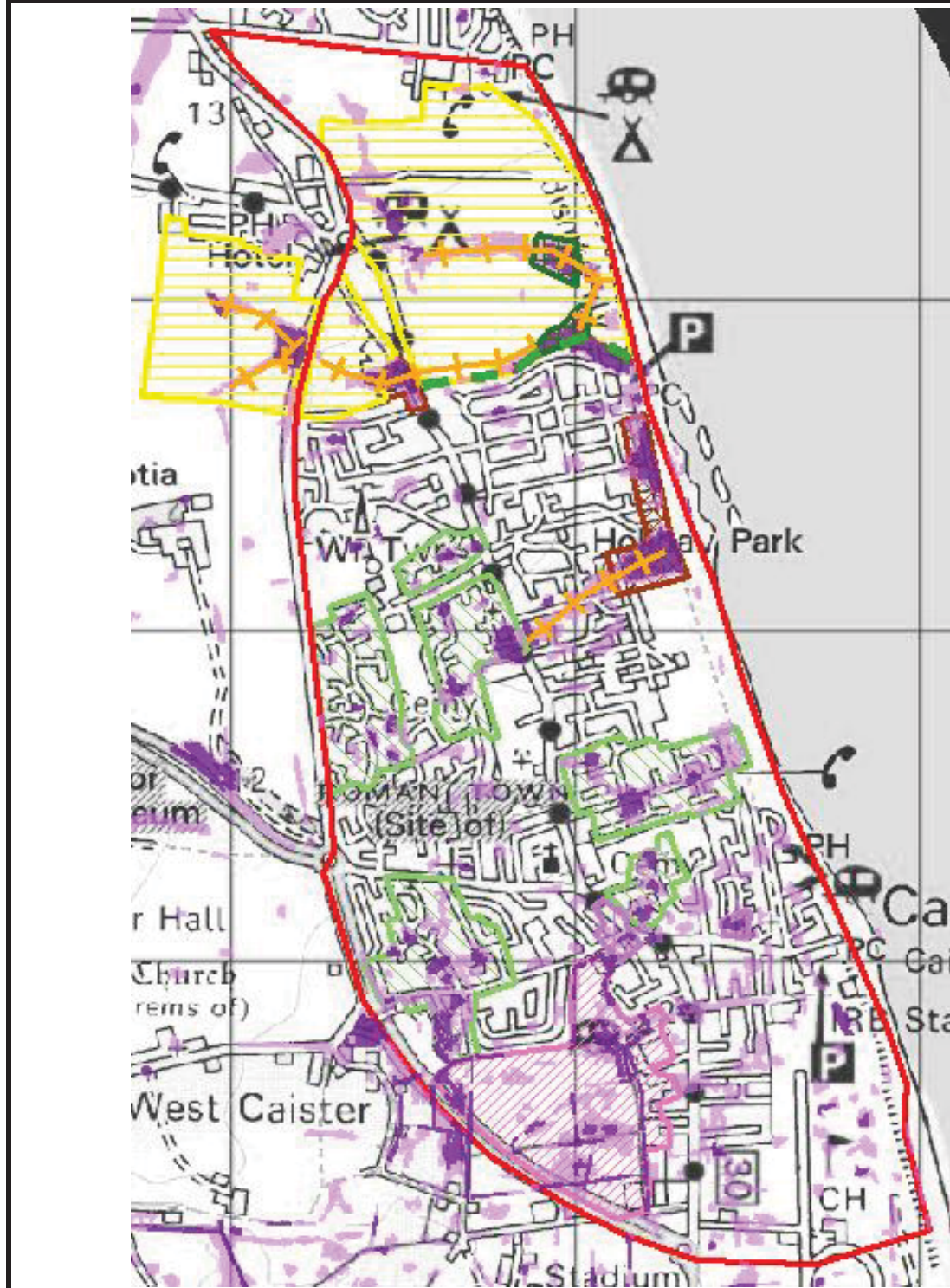
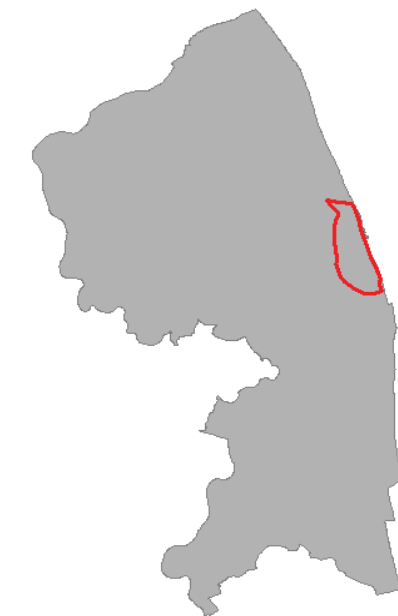
## PROBLEM IDENTIFIED:

Caister-on-Sea CDA is located north of Great Yarmouth. Surface water flows generally from west to east towards the coastline. The FMfSW indicates surface water flooding across localised pockets within the CDA as a result of the natural valley topography. This flooding may be a result of a historic ordinary water course being lost due to urban expansion. The CDA neighbours low lying land and the Norfolk Broads. Local reports suggest that existing land drains are unable to convey flood water away from built up areas (Winfred Way). Increasing overland flow conveyance capacity and embankments to prevent water collecting around properties may mitigate the surface water flood risk in specific vulnerable locations. The central inland area is predominately occupied by residential properties. Property level flood mitigation measures are proposed where there is limited scope to attenuate surface water or where increasing the conveyance capacity is not viable. (Price of Wales Road and St Nicholas Drive). Pockets of flooding closer to the sea are exacerbated by the dune system adjacent to the beach. Caister-on-Sea CDA is classified as being at low risk of ground water flooding, however areas to the north of the CDA have been identified as potentially vulnerable to groundwater flooding.

## Critical Drainage Area

### Caister-on-Sea

#### Great Yarmouth Borough



## LEGEND

- Improved Maintenance Regimes
- Embankments / Walls
- Designated Overland Flow Path
- Increase Conveyance Capacity / Partial Separation
- Residential Property Resilience Measures
- Improved Land Management Practices
- Infrastructure Resilience Measures
- Further Investigation Required (results uncertain)
- Development Control / Planning Policy
- Sustainable Drainage Solutions (SUDS) - Small Scale
- Sustainable Drainage Solutions (SUDS) - Large Scale
- Pipe Network
- Surface Water 1 in 200 year (Deep)
- Surface Water 1 in 200 year (Shallow)
- Critical Drainage Area

## PREFERRED OPTIONS SUMMARY:

| Options Summary                                     | Available Option | Preferred |
|-----------------------------------------------------|------------------|-----------|
| Do Nothing                                          |                  |           |
| Do Minimum                                          |                  |           |
| Improved Maintenance                                |                  |           |
| Planning Policy                                     |                  |           |
| SUDS (Source Control - Small Scale)                 |                  |           |
| SUDS (Large Scale - Flood Storage)                  |                  |           |
| Separate Surface Water and Foul Water Sewer Systems |                  |           |
| De-culvert / Increase Conveyance                    |                  |           |
| Preferential / Designated Overland Flow Routes      |                  |           |
| Community Resilience                                |                  |           |
| Infrastructure Resilience                           |                  |           |
| Other - Improvement to Drainage Infrastructure      |                  |           |
| Other or Combination of Above                       |                  |           |

## Flood Risk Source

|                      |     |
|----------------------|-----|
| Surface Water        | Yes |
| Groundwater          | No  |
| Ordinary Watercourse | No  |
| Fluvial              | No  |
| Tidal                | Yes |

## Validation

|                 |     |
|-----------------|-----|
| Historic Events | Yes |
| Site Inspection | Yes |



# Great Yarmouth Surface Water Management Plan - Options Appraisal Summary

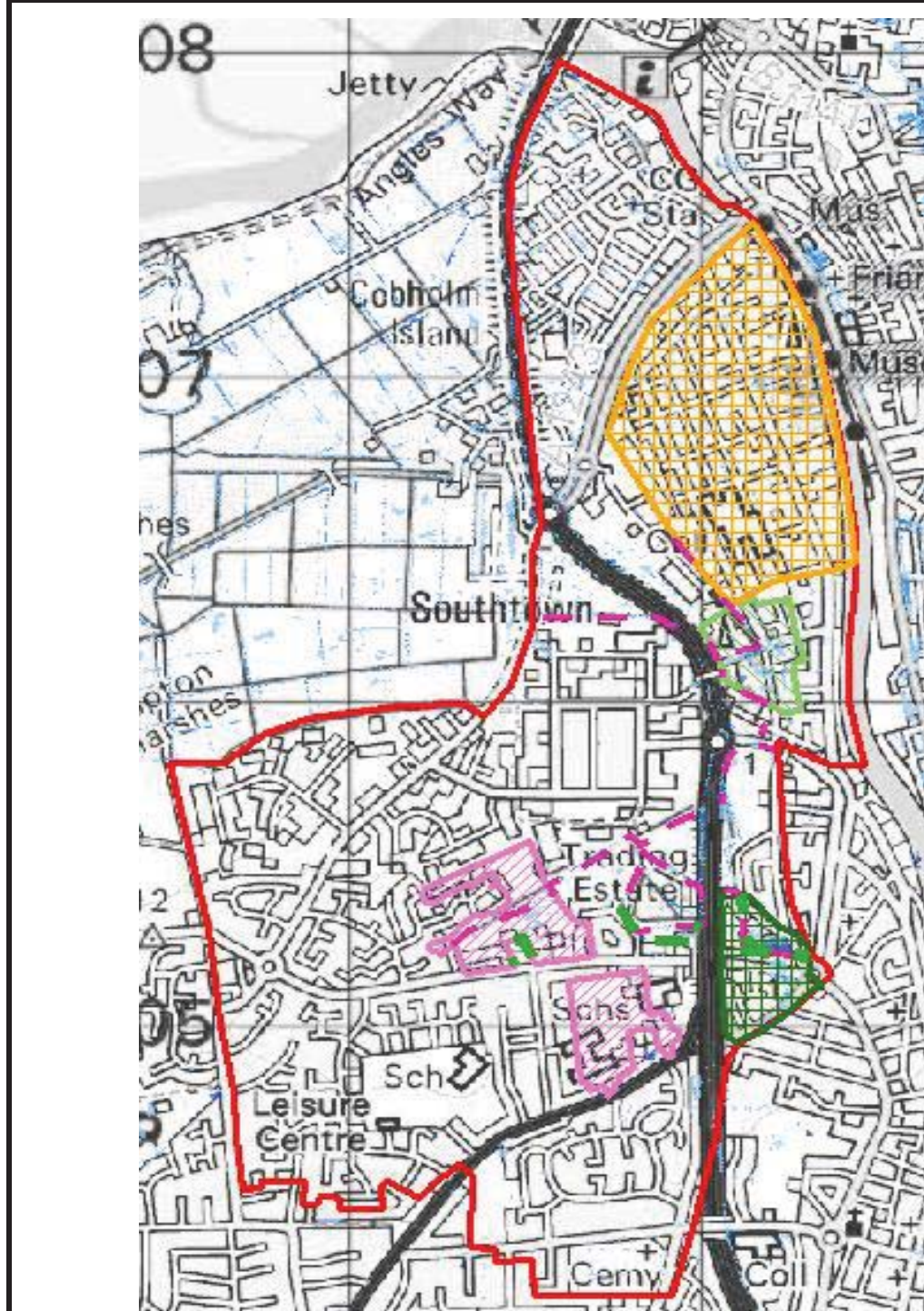
## PROBLEM IDENTIFIED:

This CDA is located in the Claydon, Cobholm and Southtown area of Great Yarmouth. The pluvial modelling indicates surface water flooding across the central portion of the CDA as a result of the topography and surface water being trapped behind raised road embankments. The CDA contains several IDB managed land drains that assist in managing surface water flows from urbanised areas, but periodic routine maintenance is required to allow the drainage system to adequately collect and remove surface water and mitigate flood risk. The preferred solution for this area is a combination of improved maintenance, development control in undeveloped areas, large scale SUDS in both commercial (Southtown) / residential (east end of Burgh Road) areas and small scale embankments around the ditches in high risk locations.

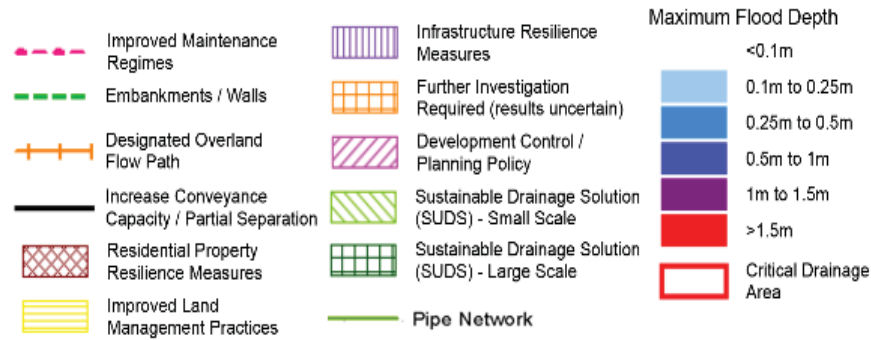
Despite numerous known surface water flooding issues in the Southtown area, the modelling did not predict any substantial surface water flooding. It is noted that Anglian Water is currently updating their sewer models in this area and additional information will be available in the near future. Further investigation is proposed as the interim 'solution' in this area.

## Critical Drainage Area

### Claydon, Southtown and Cobham



## LEGEND



## PREFERRED OPTIONS SUMMARY:

| Options Summary                                     | Available Option | Preferred |
|-----------------------------------------------------|------------------|-----------|
| Do Nothing                                          |                  |           |
| Do Minimum                                          |                  |           |
| Improved Maintenance                                |                  |           |
| Planning Policy                                     |                  |           |
| SUDS (Source Control - Small Scale)                 |                  |           |
| SUDS (Large Scale - Flood Storage)                  |                  |           |
| Separate Surface Water and Foul Water Sewer Systems |                  |           |
| De-culvert / Increase Conveyance                    |                  |           |
| Preferential / Designated Overland Flow Routes      |                  |           |
| Community Resilience                                |                  |           |
| Infrastructure Resilience                           |                  |           |
| Other - Improvement to Drainage Infrastructure      |                  |           |
| Other or Combination of Above                       |                  |           |

## Great Yarmouth Borough



## Flood Risk Source

|                      |     |
|----------------------|-----|
| Surface Water        | Yes |
| Groundwater          | Yes |
| Ordinary Watercourse | Yes |
| Fluvial              | No  |
| Tidal                | No  |

## Validation

|                 |     |
|-----------------|-----|
| Historic Events | Yes |
| Site Inspection | Yes |





# Great Yarmouth Surface Water Management Plan - Options Appraisal Summary

## PROBLEM IDENTIFIED:

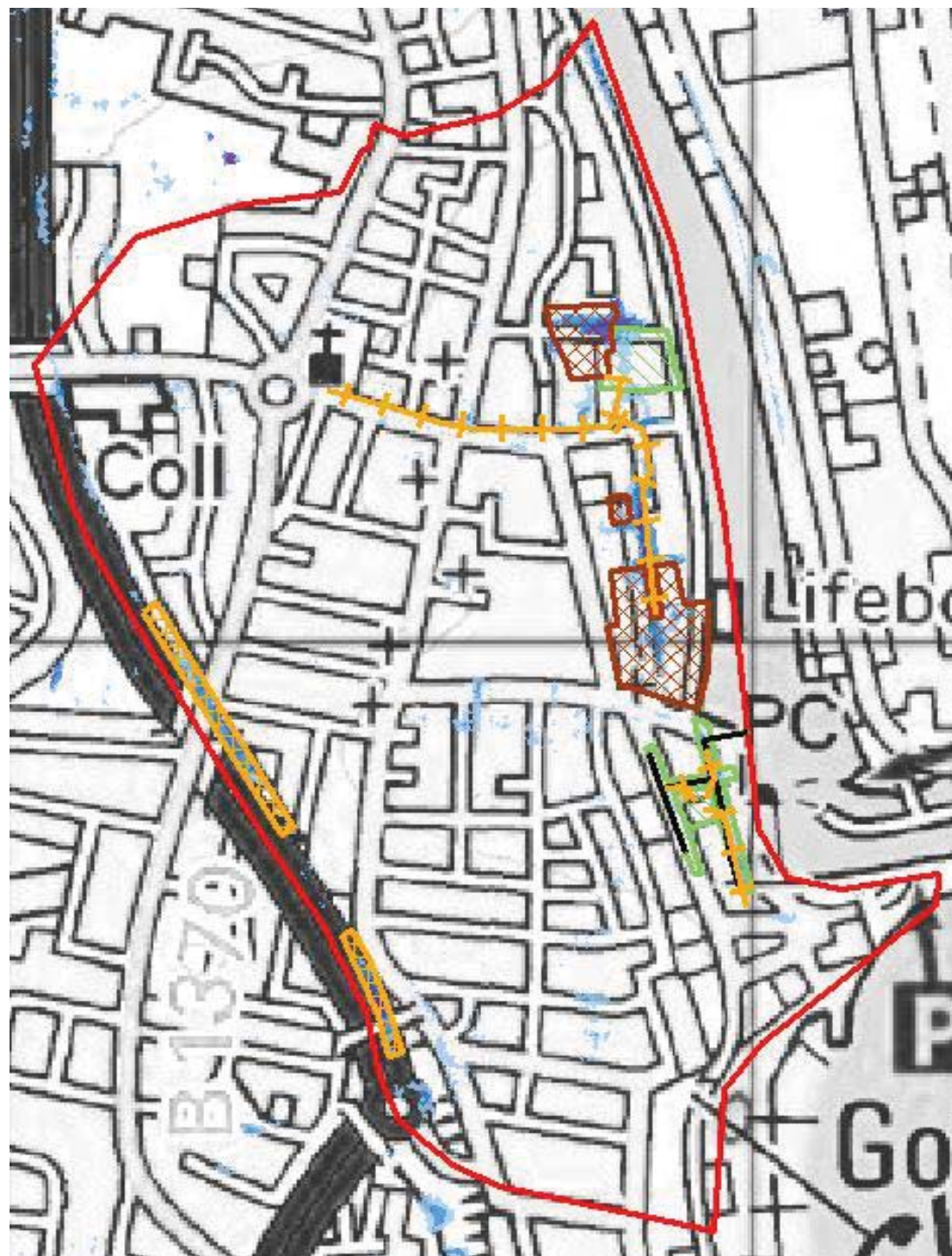
This CDA is located in the Gorleston-on-Sea area of Great Yarmouth. It is in close proximity to the River Yare. Flooding is shown to collect around buildings and pond on roads in built up areas. To the east flooding is shown to affect commercial premises (Bell Marsh Road and Blackwall Reach) and residential properties (Beach and Springfield Road). To the west, the modelling shows surface water collecting on the A12 Road at underpasses and cuttings - no historic incidents have been noted in these locations, so it is proposed that further consultation is undertaken with the Highways Agency / NCC Highways to confirm drainage arrangements in these locations.

The proposed mitigation option aims to direct overland flow and ponding into preferential areas for temporary storage. Property level protection is proposed where localised topography prevents overland flows from directing surface water away from the area. A small area of partial sewer separation is also proposed. Partial separation includes disconnection of existing catch pits from the combined sewer system, installation of small scale SUDS pre-treatment (gully filters or rain gardens), then connection to a new separated sewer. It is noted that two properties are on the AWS DG5 register in this area and the combined system would substantially benefit from partial separation. An existing series of outfalls exist to the north east adjacent to Pier Walk that could be utilised for the outfall.

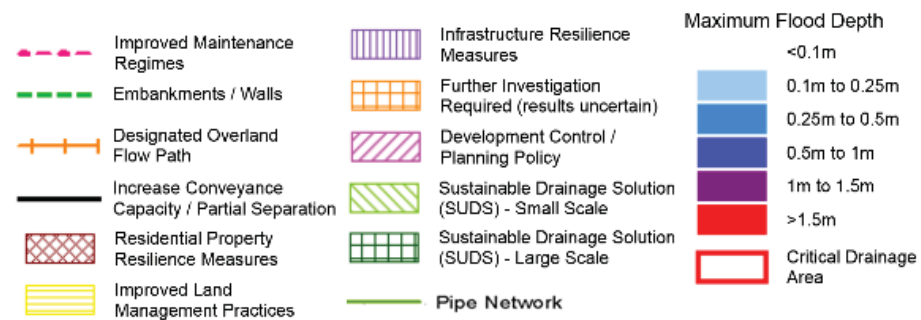
## Critical Drainage Area

### Gorleston-on-Sea

#### Great Yarmouth Borough



## LEGEND



## PREFERRED OPTIONS SUMMARY:

| Options Summary                                     | Available Option | Preferred |
|-----------------------------------------------------|------------------|-----------|
| Do Nothing                                          |                  |           |
| Do Minimum                                          |                  |           |
| Improved Maintenance                                |                  |           |
| Planning Policy                                     |                  |           |
| SUDS (Source Control - Small Scale)                 |                  |           |
| SUDS (Large Scale - Flood Storage)                  |                  |           |
| Separate Surface Water and Foul Water Sewer Systems |                  |           |
| De-culvert / Increase Conveyance                    |                  |           |
| Preferential / Designated Overland Flow Routes      |                  |           |
| Community Resilience                                |                  |           |
| Infrastructure Resilience                           |                  |           |
| Other - Improvement to Drainage Infrastructure      |                  |           |
| Other or Combination of Above                       |                  |           |

## Flood Risk Source

|               |     |
|---------------|-----|
| Surface Water | Yes |
| Groundwater   | No  |
| Sewer         | Yes |
| Fluvial       | Yes |
| Tidal         | Yes |

## Validation

|                 |     |
|-----------------|-----|
| Historic Events | Yes |
| Site Inspection | Yes |



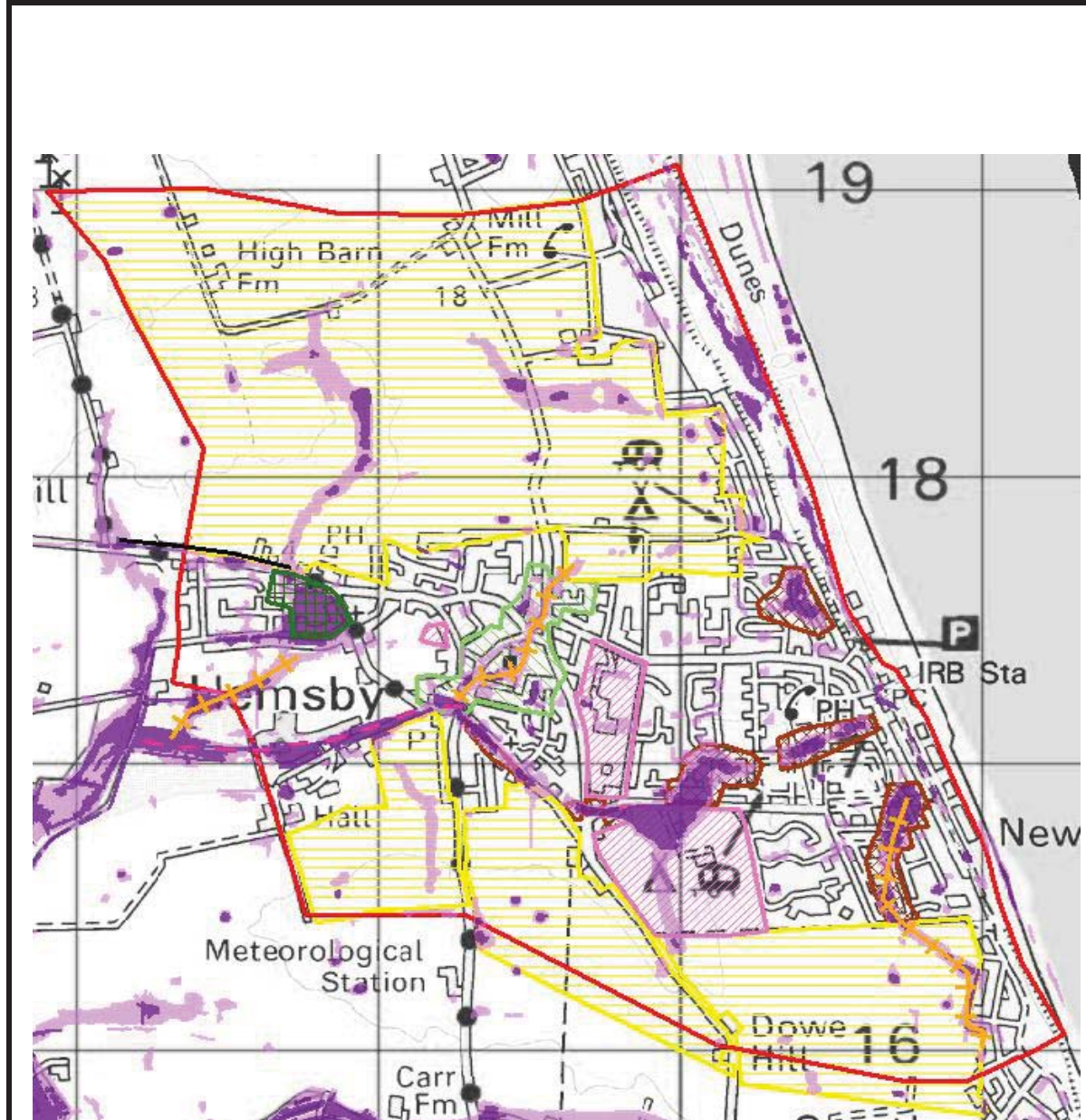
# Great Yarmouth Surface Water Management Plan - Options Appraisal Summary

## PROBLEM IDENTIFIED:

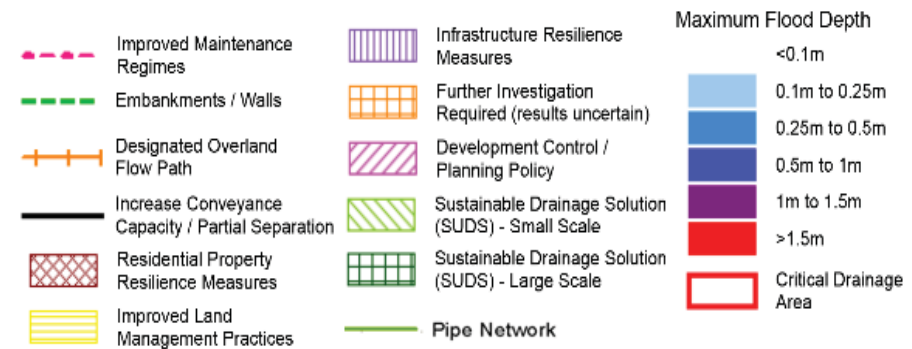
This CDA is located in the Hemsby area of Great Yarmouth. Surface water flows generally from west to south away from Hemsby and the coast, towards the Norfolk Broads south west of Hemsby. The Flood Map for Surface Water indicates surface water flooding in a 1 in 200 year event on the western edge of Hemsby between Martham Road, Summerfield Road and Common Road; to the South of Hemsby in the Bermuda Holiday Park area and in a number of smaller areas across the central and eastern portions of the CDA. Fluvial Flood Zones 2 and 3 enters a small portion in the west of the CDA and along the coast. Potential developments exist at Hemsby Holiday centre and west of Pit Road. The Flood Map for Surface Water shows small areas of flooding within the site at Hemsby Holiday centre. The site to the west of Pit Road is not currently susceptible to surface water flooding. Under the National Planning Policy Framework, the increased runoff generated by any new development must be managed on site and the discharge restricted to greenfield rates. It is therefore anticipated that the new developments will not increase the existing surface water flooding.

## Critical Drainage Area

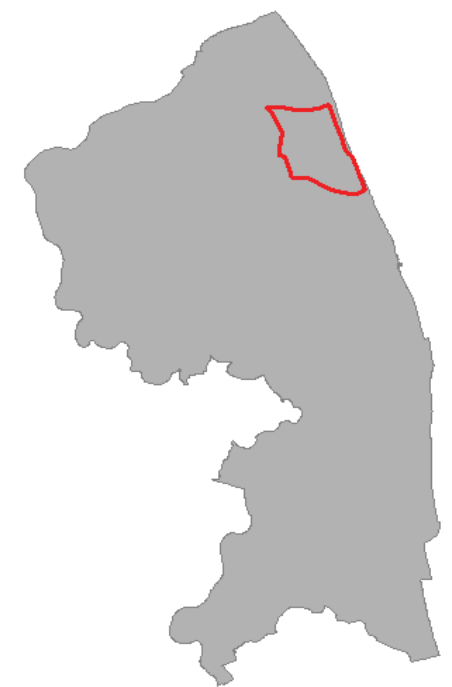
Hemsby



## LEGEND



## Great Yarmouth Borough



## PREFERRED OPTIONS SUMMARY:

| Options Summary                                     | Available Option | Preferred |
|-----------------------------------------------------|------------------|-----------|
| Do Nothing                                          |                  |           |
| Do Minimum                                          |                  |           |
| Improved Maintenance                                |                  |           |
| Planning Policy                                     |                  |           |
| SUDS (Source Control - Small Scale)                 |                  |           |
| SUDS (Large Scale - Flood Storage)                  |                  |           |
| Separate Surface Water and Foul Water Sewer Systems |                  |           |
| De-culvert / Increase Conveyance                    |                  |           |
| Preferential / Designated Overland Flow Routes      |                  |           |
| Community Resilience                                |                  |           |
| Infrastructure Resilience                           |                  |           |
| Other - Improvement to Drainage Infrastructure      |                  |           |
| Other or Combination of Above                       |                  |           |

## Flood Risk Source

|                      |     |
|----------------------|-----|
| Surface Water        | Yes |
| Groundwater          | No  |
| Ordinary Watercourse | No  |
| Fluvial              | Yes |
| Tidal                | No  |

## Validation

|                 |     |
|-----------------|-----|
| Historic Events | Yes |
| Site Inspection | Yes |

# Great Yarmouth Surface Water Management Plan - Options Appraisal Summary

## PROBLEM IDENTIFIED:

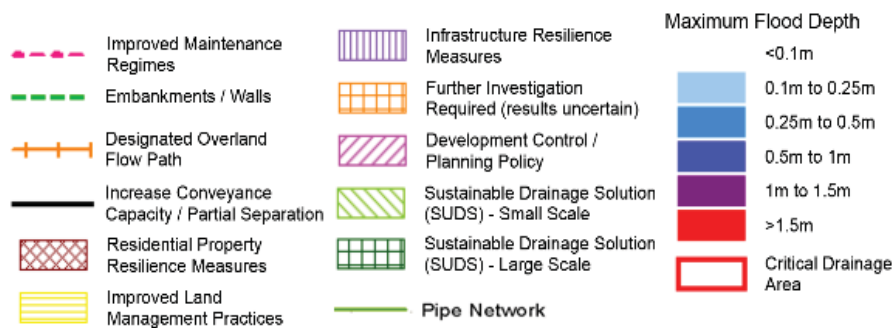
This CDA is located in the northern part area of Great Yarmouth. There is a general movement of surface water from the south west to north east as a result of the natural topography. The model also indicates a build up of floodwater along the A419 Caister Road. Due to its close proximity to the River Bure it could be possible to mitigate potential surface water flooding by increasing the conveyance capacity and discharging surface water into the river mitigating the risk of properties flooding. Existing infrastructure could be improved by targeted maintenance. Localised SUDS solutions could mitigate flood risk to individual homes where adapting existing infrastructure is not possible.

## Critical Drainage Area

### North Yarmouth



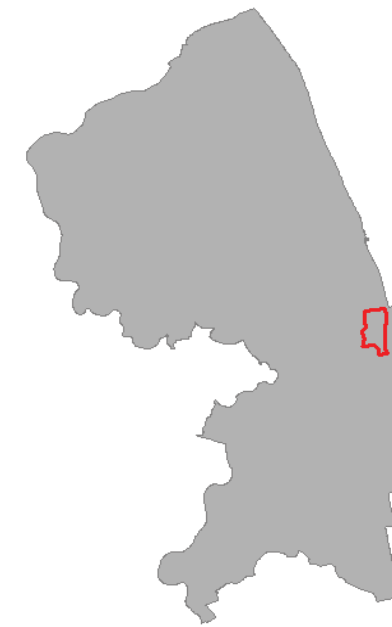
## LEGEND



## PREFERRED OPTIONS SUMMARY:

| Options Summary                                     | Available Option | Preferred |
|-----------------------------------------------------|------------------|-----------|
| Do Nothing                                          |                  |           |
| Do Minimum                                          |                  |           |
| Improved Maintenance                                |                  |           |
| Planning Policy                                     |                  |           |
| SUDS (Source Control - Small Scale)                 |                  |           |
| SUDS (Large Scale - Flood Storage)                  |                  |           |
| Separate Surface Water and Foul Water Sewer Systems |                  |           |
| De-culvert / Increase Conveyance                    |                  |           |
| Preferential / Designated Overland Flow Routes      |                  |           |
| Community Resilience                                |                  |           |
| Infrastructure Resilience                           |                  |           |
| Other - Improvement to Drainage Infrastructure      |                  |           |
| Other or Combination of Above                       |                  |           |

## Great Yarmouth Borough



## Flood Risk Source

|                      |  |     |
|----------------------|--|-----|
| Surface Water        |  | Yes |
| Groundwater          |  | No  |
| Ordinary Watercourse |  | No  |
| Fluvial              |  | Yes |
| Tidal                |  | Yes |

## Validation

|                 |  |     |
|-----------------|--|-----|
| Historic Events |  | Yes |
| Site Inspection |  | Yes |



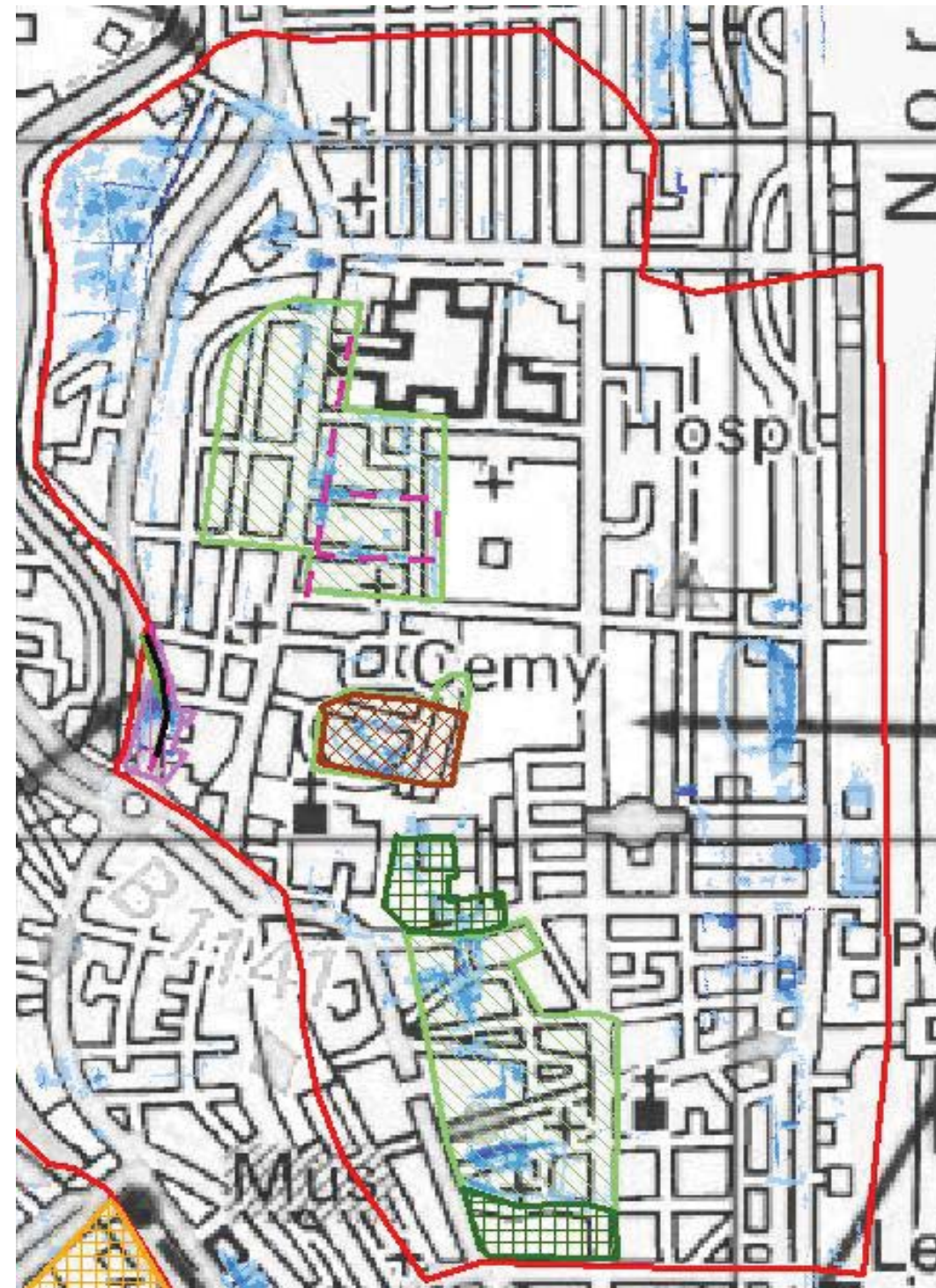
# Great Yarmouth Surface Water Management Plan - Options Appraisal Summary

## PROBLEM IDENTIFIED:

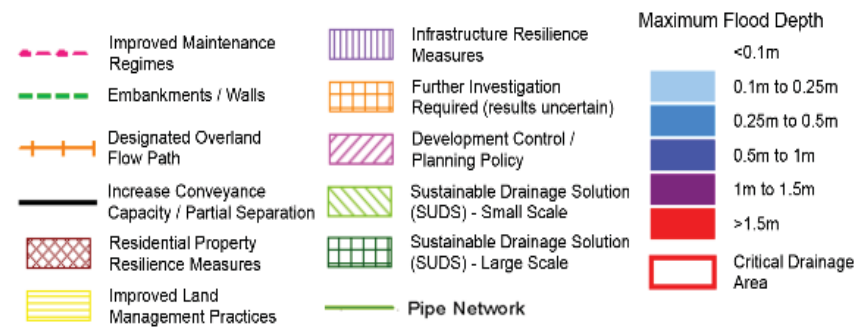
This CDA is located in the Northgate area of Great Yarmouth. Surface water flows generally from high ground in the centre of the CDA to lower ground adjacent to the river and coastline. Northgate CDA and the region are in general classified as being at low risk of groundwater flooding. Flood zone 3 extends from the north west portion of the CDA and occupies 25% of the total CDA area. Surface water options to mitigate flood risk are represented below, the area is constrained by urban expansion and infrastructure.

## Critical Drainage Area

### Northgate



## LEGEND



## Great Yarmouth Borough



## PREFERRED OPTIONS SUMMARY:

| Options Summary                                     | Available Option | Preferred |
|-----------------------------------------------------|------------------|-----------|
| Do Nothing                                          |                  |           |
| Do Minimum                                          |                  |           |
| Improved Maintenance                                |                  |           |
| Planning Policy                                     |                  |           |
| SUDS (Source Control - Small Scale)                 |                  |           |
| SUDS (Large Scale - Flood Storage)                  |                  |           |
| Separate Surface Water and Foul Water Sewer Systems |                  |           |
| De-culvert / Increase Conveyance                    |                  |           |
| Preferential / Designated Overland Flow Routes      |                  |           |
| Community Resilience                                |                  |           |
| Infrastructure Resilience                           |                  |           |
| Other - Improvement to Drainage Infrastructure      |                  |           |
| Other or Combination of Above                       |                  |           |

## Flood Risk Source

|                      |     |
|----------------------|-----|
| Surface Water        | Yes |
| Groundwater          | No  |
| Ordinary Watercourse | No  |
| Fluvial              | Yes |
| Tidal                | Yes |

## Validation

|                 |     |
|-----------------|-----|
| Historic Events | Yes |
| Site Inspection | Yes |



# Great Yarmouth Surface Water Management Plan - Options Appraisal Summary

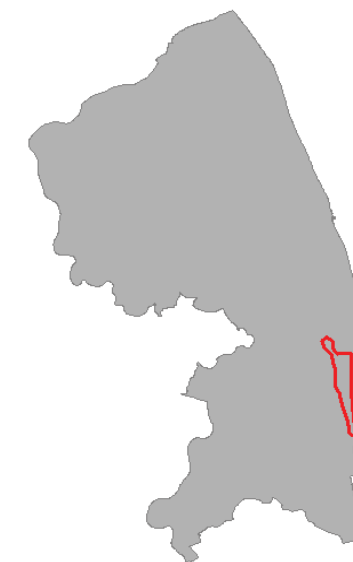
## PROBLEM IDENTIFIED:

This CDA is located in the South Yarmouth area of Great Yarmouth. The pluvial modelling indicates surface water flooding across the localised areas of the CDA as a result of the topography and water being trapped behind raised building pads. The CDA contains residential and commercial buildings, many of the properties are known to contain basements and are potentially at greater risk of being affected by surface water ponding on roads and around buildings (Camperdown Road). Flood zone 3 extends across the south western portion of the CDA and extends to 25% of the area. Tidal flooding affects land in close proximity to the beach frontages and measures along the coastline frontage are in place to mitigate tidal flooding, but adversely may act to retain surface water landward. The CDA is classified as being at low risk of groundwater flooding. The CDA is low lying and there is limited scope to create effective storage areas in built up areas, some capacity may be available under roads.

## Critical Drainage Area

## South Yarmouth

### Great Yarmouth Borough



## LEGEND

|                                                   |                                                    |                        |
|---------------------------------------------------|----------------------------------------------------|------------------------|
| Improved Maintenance Regimes                      | Infrastructure Resilience Measures                 | Maximum Flood Depth    |
| Embankments / Walls                               | Further Investigation Required (results uncertain) |                        |
| Designated Overland Flow Path                     | Development Control / Planning Policy              | <0.1m                  |
| Increase Conveyance Capacity / Partial Separation | Sustainable Drainage Solution (SUDS) - Small Scale | 0.1m to 0.25m          |
| Residential Property Resilience Measures          | Sustainable Drainage Solution (SUDS) - Large Scale | 0.25m to 0.5m          |
| Improved Land Management Practices                | Pipe Network                                       | 0.5m to 1m             |
|                                                   |                                                    | 1m to 1.5m             |
|                                                   |                                                    | >1.5m                  |
|                                                   |                                                    | Critical Drainage Area |

## PREFERRED OPTIONS SUMMARY:

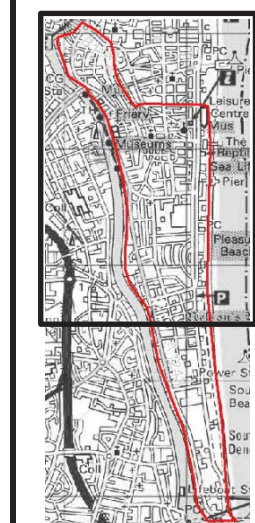
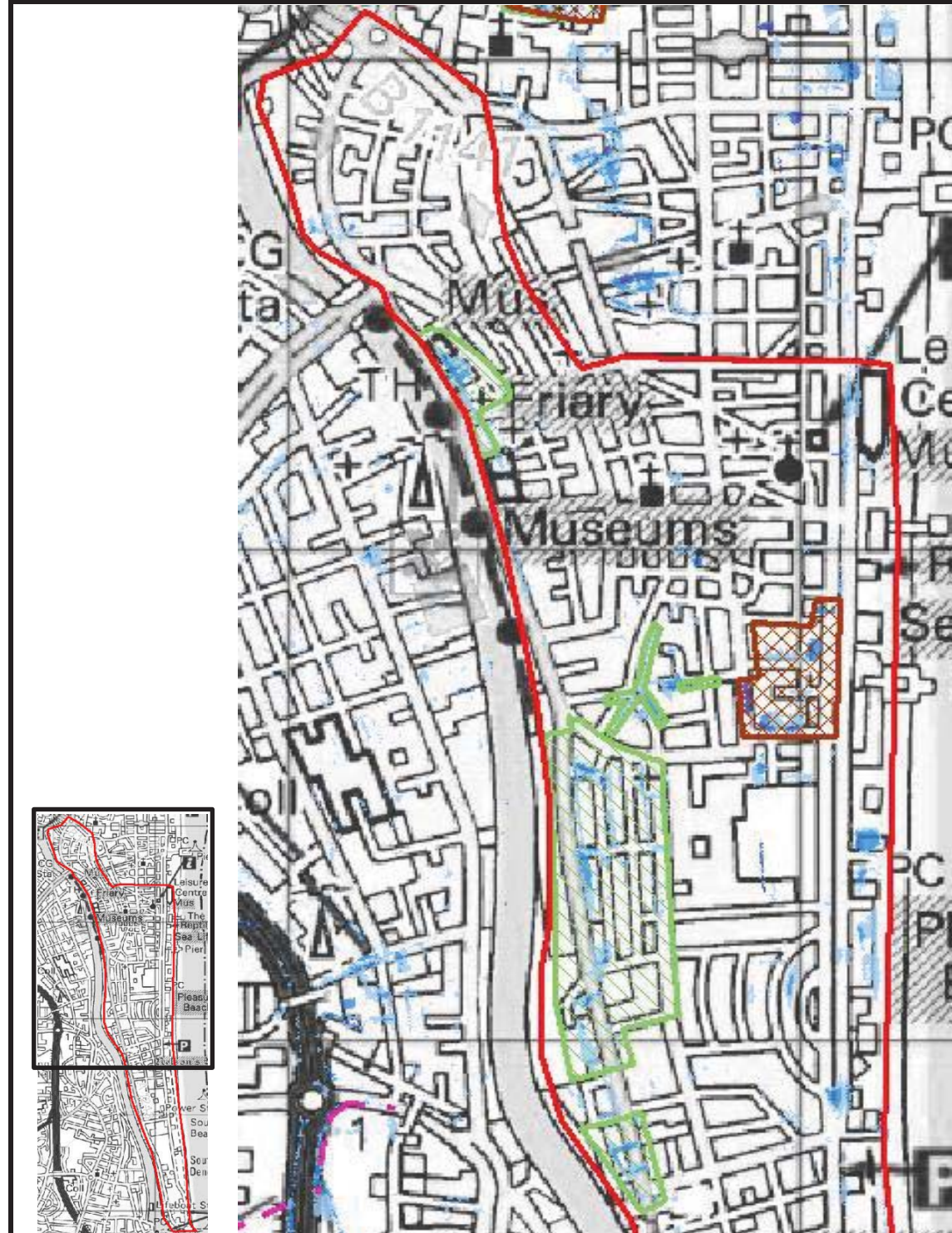
| Options Summary                                     | Available Option | Preferred |
|-----------------------------------------------------|------------------|-----------|
| Do Nothing                                          |                  |           |
| Do Minimum                                          |                  |           |
| Improved Maintenance                                |                  |           |
| Planning Policy                                     |                  |           |
| SUDS (Source Control - Small Scale)                 |                  |           |
| SUDS (Large Scale - Flood Storage)                  |                  |           |
| Separate Surface Water and Foul Water Sewer Systems |                  |           |
| De-culvert / Increase Conveyance                    |                  |           |
| Preferential / Designated Overland Flow Routes      |                  |           |
| Community Resilience                                |                  |           |
| Infrastructure Resilience                           |                  |           |
| Other - Improvement to Drainage Infrastructure      |                  |           |
| Other or Combination of Above                       |                  |           |

## Flood Risk Source

|                      |     |
|----------------------|-----|
| Surface Water        | Yes |
| Groundwater          | No  |
| Ordinary Watercourse | No  |
| Fluvial              | Yes |
| Tidal                | Yes |

## Validation

|                 |     |
|-----------------|-----|
| Historic Events | Yes |
| Site Inspection | Yes |



# Glossary and Abbreviations

| Term                                                 | Definition                                                                                                                                                                                                                                                                       |
|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| AEP                                                  | Annual Exceedance Probability (represented as a %)                                                                                                                                                                                                                               |
| Anglian Water Services (AWS)                         | The Water and Sewerage Company for the study area.                                                                                                                                                                                                                               |
| Asset Management Plan (AMP)                          | A plan for managing water and sewerage company (WaSC) infrastructure and other assets in order to deliver an agreed standard of service. This is Anglian Water Services within the study area.                                                                                   |
| Areas Susceptible to Groundwater Flooding (AStGWF)   | A national data set held by the Environment Agency identifying the risk of groundwater emergence within an area.                                                                                                                                                                 |
| Areas Susceptible to Surface Water Flooding (AStSWF) | A national data set held by the Environment Agency and based on high level modelling which shows areas potentially at risk of surface water flooding.                                                                                                                            |
| Bank Full                                            | The flow stage of a watercourse in which the stream completely fills its channel and the elevation of the water surface coincides with the top of the watercourses banks.                                                                                                        |
| Critical Drainage Area (CDA)                         | A discrete geographic area (usually a hydrological catchment) where multiple and interlinked sources of flood risk (surface water, groundwater, sewer, Main River and/or tidal) cause flooding during severe weather thereby affecting people, property or local infrastructure. |
| Climate Change                                       | Long term variations in global temperature and weather patterns caused by natural and human actions.                                                                                                                                                                             |
| Community Resilience                                 | A measure of the sustained ability of a community to utilise available resources to respond to, withstand, and recover from adverse situations                                                                                                                                   |
| Culvert                                              | A channel or pipe that carries water below the level of the ground.                                                                                                                                                                                                              |
| Defra                                                | Government Department for Environment, Food and Rural Affairs                                                                                                                                                                                                                    |
| DG5 Register                                         | A water-company held register of properties which have experienced sewer flooding due to hydraulic overload, or properties which are 'at risk' of sewer flooding more frequently than once in 20 years.                                                                          |
| Digital Surface Model (DSM)                          | A topographic model of the bare earth/underlying terrain of the earth's surface including objects such as vegetation and buildings.                                                                                                                                              |
| Digital Terrain Model (DTM)                          | A topographic model of the bare earth/underlying terrain of the earth's surface excluding objects such as vegetation and buildings. DTMs are usually derived from DSMs.                                                                                                          |
| Environment Agency (EA)                              | Government Agency reporting to Defra charged with protecting the environment and managing flood risk in England.                                                                                                                                                                 |
| Flood defence                                        | Infrastructure used to protect an area against floods such as floodwalls and embankments; they are designed to a specific standard of protection (design standard).                                                                                                              |

| Term                                  | Definition                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Flood Risk Area                       | Areas determined by the Environment Agency as potentially having a significant flood risk, based on guidance published by Defra and WAG and the use of certain national datasets.                                                                                                                                                                                                                        |
| Flood Risk Regulations (FRR)          | Transposition of the EU Floods Directive into UK law. The EU Floods Directive is a piece of European Community (EC) legislation to specifically address flood risk by prescribing a common framework for its measurement and management.                                                                                                                                                                 |
| Flood and Water Management Act (FWMA) | An Act of Parliament which forms part of the UK Government's response to Sir Michael Pitt's Report on the Summer 2007 floods, the aim of which is to clarify the legislative framework for managing surface water flood risk in England. The Act was passed in 2010 and is currently being enacted.                                                                                                      |
| Fluvial Flooding                      | Flooding resulting from water levels exceeding the bank level of a watercourse (river or stream). In this report the term Fluvial Flooding generally refers to flooding from Main Rivers (see later definition).                                                                                                                                                                                         |
| Flood Map for Surface Water (FMfSW)   | A national data set held by the Environment Agency showing areas where surface water would be expected to flow or pond, as a result of two different chances of rainfall event, the 1 in 30yr and 1 in 200yr events.                                                                                                                                                                                     |
| GYBC                                  | Great Yarmouth Borough Council                                                                                                                                                                                                                                                                                                                                                                           |
| Internal Drainage Board (IDB)         | An independent body with powers and duties for land drainage and flood control within a specific geographical area, usually an area reliant on active pumping of water for its drainage.                                                                                                                                                                                                                 |
| Lead Local Flood Authority (LLFA)     | Local Authority responsible for taking the lead on local flood risk management. The duties of LLFAs are set out in the Flood and Water Management Act. This is Norfolk County Council within the study area.                                                                                                                                                                                             |
| LiDAR                                 | Light Detection and Ranging, a technique to measure ground and building levels remotely from the air, LiDAR data is used to develop DTMs and DEMs (see definitions above).                                                                                                                                                                                                                               |
| Local Planning Authority (LPA)        | The local authority that is empowered by law to exercise planning functions for a particular area.                                                                                                                                                                                                                                                                                                       |
| Local Resilience Forum (LRF)          | A multi-agency forum, bringing together all the organisations that have a duty to cooperate under the Civil Contingencies Act, and those involved in responding to emergencies. They prepare emergency plans in a co-ordinated manner and respond in an emergency. Roles and Responsibilities are defined under the Civil Contingencies Act. This is the Norfolk Resilience Forum within the study area. |
| Main River                            | A Main River is defined as a watercourse marked as such on a Main River map, and can include any structure or appliance for controlling or regulating the flow of water in, into or out of a Main River. The Environment Agency's powers to carry out flood defence works apply to Main Rivers only.                                                                                                     |
| Norfolk County Council (NCC)          | The Lead Local Flood Authority in the area.                                                                                                                                                                                                                                                                                                                                                              |
| National Receptor Dataset (NRD)       | A collection of risk receptors produced by the Environment Agency. A receptor could include essential infrastructure such as power infrastructure and vulnerable property such as schools and health clinics.                                                                                                                                                                                            |
| Ordinary Watercourse                  | All watercourses that are not designated Main River, and which are the responsibility of Local Authorities or, where they exist, IDBs are termed Ordinary Watercourses.                                                                                                                                                                                                                                  |

| Term                                     | Definition                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pitt Review                              | Comprehensive independent review of the 2007 summer floods by Sir Michael Pitt, which provided recommendations to improve flood risk management in England.                                                                                                                                                                                                                                                                    |
| Pluvial Flooding                         | Flooding from water flowing over the surface of the ground; often occurs when the soil is saturated and natural drainage channels or artificial drainage systems have insufficient capacity to cope with additional flow.                                                                                                                                                                                                      |
| Preliminary Flood Risk Assessment (PFRA) | Assessment required by the EU Floods Directive which summarises flood risk in a geographical area. Led by LLFAs.                                                                                                                                                                                                                                                                                                               |
| Resilience Measures                      | Measures designed to reduce the impact of water that enters property and businesses; could include measures such as raising electrical appliances.                                                                                                                                                                                                                                                                             |
| Resistance Measures                      | Measures designed to keep flood water out of properties and businesses; could include flood guards for example.                                                                                                                                                                                                                                                                                                                |
| Risk                                     | In flood risk management, risk is defined as a product of the probability or likelihood of a flood occurring, combined with the consequence of the flood.                                                                                                                                                                                                                                                                      |
| Risk Management Authority (RMA)          | As defined by the Floods and Water Management Act. These are (a) the Environment Agency, (b) a lead local flood authority (NCC), (c) a study area council for an area for which there is no unitary authority (GYBC), (d) an internal drainage board, (e) a water company (AWS), and (f) a highway authority (Norfolk County Highways and the Highways Agency)                                                                 |
| Sewer flooding                           | Flooding caused by a blockage or overflowing in a sewer or urban drainage system.                                                                                                                                                                                                                                                                                                                                              |
| Stakeholder                              | A person or organisation affected by the problem or solution, or interested in the problem or solution. They can be individuals or organisations, includes the public and communities.                                                                                                                                                                                                                                         |
| Strategic Flood Risk Assessment (SFRA)   | SFRAs are prepared by local planning authorities (in consultation with the Environment Agency) to help guide local planning. They allow them to understand the local risk of flooding from all sources (including surface water and groundwater). They include analysis and maps of the impact of climate change on the extent of future floods. You can find these documents on the website of your local planning authority. |
| Sustainable Drainage Systems (SuDS)      | Methods of management practices and control structures that are designed to drain surface water in a more sustainable manner than some conventional techniques. Includes swales, wetlands, bioretention devices and ponds.                                                                                                                                                                                                     |
| Surface water runoff                     | Rainwater (including snow and other precipitation) which is on the surface of the ground (whether or not it is moving), and has not entered a watercourse, drainage system or public sewer.                                                                                                                                                                                                                                    |