

Planning, Transportation Environment and Waste Overview and Scrutiny Panel

Date: **Wednesday 4 March 2009**

Time: **10.30am**

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

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

Membership

Mr A D Adams	Mr G B Hemming
Mr J Baskerville	Mr J M Joyce
Mr D Baxter	Mrs B Lashley
Mr S W Bett (Chairman)	Mr P W Moore
Mrs H A Bolt	Mr B Morrey
Mr A J Byrne	Mr M Taylor
Miss E Collishaw	Mrs C M Ward
Mr T East	Mr A White
Mrs G P Harris	

Non Voting Cabinet Members

Mr A J Gunson	Planning and Transportation
Mr I Monson	Waste Management and the Environment

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

Lesley Rudelhoff Scott on 01603 222963
or email Lesley.rudelhoff.scott@norfolk.gov.uk

A g e n d a

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

2. Minutes

To confirm the minutes of the meeting held on 7 January 2009 and the special meeting held on 27 January 2009.

(Page 1)
(Page 12)

3. Members to Declare any Interests

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

If a prejudicial interest is declared, the member should withdraw from the room whilst the matter is discussed unless members of the public are allowed to make representations, give evidence or answer questions about the matter, in which case you may attend the meeting for that purpose. You must immediately leave the room when you have finished or the meeting decides you have finished, if earlier. **These declarations apply to all those members present, whether the member is part of the meeting, attending to speak as a local member on an item or simply observing the meeting from the public seating area.**

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

5. Public Question Time

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

Please note that all questions must be received by 5.00pm Friday 27 February 2009. Please submit your question(s) to the person named on the front of this agenda. For guidance on submitting public questions, please refer to the Council Constitution Appendix 10, Council Procedure Rules or www.norfolk.gov.uk/reviewpanelquestions

6. Local Member Issues/Member Questions

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

Please note that all questions must be received by 5.00pm Friday 27 February 2009. Please submit your question(s) to the person named on the front of this agenda.

7. Cabinet Member Feedback on Previous Review Panel Comments (Page 17)

A joint report by the Cabinet Member for Planning and Transportation and Cabinet Member for Waste Management and the Environment

The report gives feedback to the Panel on Cabinet discussions and the outcome of the Panel's comments and views on any issue that has been considered by the Panel prior to going to Cabinet

Items for Scrutiny

8. Forward Work Programme: Scrutiny (Page 20)

Report by the Director of Environment, Transport and Development The report asks Members to review and develop the programme for scrutiny

9. Waste Disposal and Recycling – Scoping Report

The report outlines a number of topic areas that Members may wish to consider for future scrutiny. **(Page 27)**

Report by the Director of the Director of Environment, Transport and Development

10. Landfill Sites Formerly Operated by NEWS - Update

An update report on the six landfill sites transferred to the County Council **(Page 33)**

Report by the Director of the Director of Environment, Transport and Development

11. Delays Occurring on County and Trunk Roads

Report by the Chair of the Member Working Group **(Page 39)**

12 Use of Civilian Traffic Marshals (Page 45)

This report outlines the issues and feedback arising from the use of civilian marshals in Norwich prior to Christmas 2008

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

13. Improving Local Leadership for Flood Risk Management – The Government's response to the Pitt Review (Page 50)

The report informs Members of Progress on Actions being undertaken on the Pitt Review and expectations from Government on local authorities

Report by the Director of Environment, Transport and Development

14. Partnership Working (Page 78)

The Panel have agreed a two year rolling programme of review for Planning and Transportation partnership working. This report covers five environment /sustainability partnerships

Report by the Director of Environment, Transport and Development

Items for Review

15 Budget Monitoring 2008/09 (Page 127)

The Panel are asked to comment on the contents of this report.

Report by the Director of Environment, Transport and Development

16. Service Planning 2009-12 (Page 137)

The Panel is invited to look at Planning and Transportation's 'suite' of Service Plans 2009/12 to consider any service areas for further scrutiny and monitoring.

Report by the Director of Environment, Transport and Development

- 17. Update and Planning and Transportation’s Service Plan Actions, Risk and Performance 2008/09** (Page 185)
- This report provides an update of progress made to date against the 2008/09 Service Plan, the Corporate Improvement Plan (CIP) performance indicators and the mitigation of those risks deemed to be of corporate significance
- Report by the Director of Environment, Transport and Development
- 18. Progress Update on the Review of the Norfolk Coast Areas of Outstanding Natural Beauty (AONB) Management Plan** (Page 193)
- This report provides an update on progress with the review of the Norfolk Coast Partnership.
- Report by the Director of Environment, Transport and Development
- 19. Kick Start Programme** (Page 201)
- The report informs Members about the 2009 Kickstart competition aimed at pump-priming funding to new or enhanced bus services
- Report by the Director of Environment, Transport and Development
- 20. Local Transport Plan Settlement and Highways Capital Programme 2009/10/11** (Page 207)
- The report summarises the Local Transport Plan Settlement for 2009/10 and suggests a programme for 2009/10/11
- Report by the Director of Environment, Transport and Development
- 21. Greater Norwich Development Partnership: Joint Core Strategy for Broadland, Norwich and south Norfolk – Public Consultation** (Page 222)
- The purpose of the report is to update Members on the emerging Joint Core Strategy (JCS) for Broadland, Norwich City and South Norfolk
- Report by the Director of Environment, Transport and Development
- 22. Phase two of the Residual Waste treatment Project – Bid Evaluation Methodology** (Page 230)
- The purpose of a bid evaluation model is to ensure that the most economically advantageous tender is taken through to the award of contract
- Report by the Director of Environment, Transport and Development

Group Meetings

Conservative	9.30am	Colman Room
Labour	9.30am	Room 504
Liberal Democrats	9.30am	Room 532

Chris Walton
Head of Democratic Services
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Date Agenda Published: 24 February 2009



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**Planning, Transportation the Environment and Waste
Overview and Scrutiny Panel**

Minutes of the Meeting held on 7 January 2009

Present:

Mr A D Adams	Mr J Joyce
Mr J Baskerville	Mrs B Lashley
Mr D Baxter	Mr P E Moore
Mr S Bett	Mr B Morrey
Mrs G Harris	Mr M Taylor
Mr G Hemming	

Substitute Members:

Mr J Collop for Mrs Ward
Mrs Floering Blackman for Mrs Bolt
Mr Spratt for Ms Collishaw

Cabinet Members Present:

Mr A Gunson	Planning and Transportation
Mr I Monson	Waste and the Environment

1. Apologies

Apologies were received from Mrs H Bolt, Mr A Byrne, Ms E Collishaw, Mr T East, Mrs Ward and Mr A White.

Substitutes: Mr B Spratt for Ms E Collishaw, Mrs I Floering Blackman for Mrs Bolt, Mr J Collop for Mrs Ward.

2. Minutes

The minutes of the meetings held on 5 November 2008 were agreed as a correct record and signed by the Chairman, subject to 'Mr P E Moore' being amended to 'Mr P W Moore' on the Membership List.

3. Declarations of Interest

Mrs Lashley declared a personal interest in Item 11 as a governor of a high school.

4. Matters of Urgent Business

Special Meeting of the Overview and Scrutiny Panel

It was reported that a special meeting would need to be held to discuss the Northern Distributor Road Award of Contract as it was not possible to have the information ready for this meeting as the procurement process took longer than anticipated. It was agreed to hold the meeting on 27 January 2009 at 10.30am. It was noted that the comments from the Panel along with the report would need to go to Cabinet for a decision.

Mr Bett, Mrs Harris, Mr Morrey and Mr Joyce gave their apologies for the meeting and would endeavour to find substitutes.

5. Public Question Time

The following question was asked by Ron Griffiths

“What is the County Council's assessment and quantification of the risk to pedestrians, especially school children and other young persons, from using the bus stops, etc, around the A140/B1134 "Pulham Market" interchange, following the completion of the new roundabout? What risk factors to pedestrians have been included in the assessment, eg from vehicles and other personal safety (eg crime) issues? Particularly what efforts have they made to quantify the risk to those who use the interchange as pedestrians - eg surveys of numbers using the bus stops - and what assessment has been made to determine if other measures, such as speed restrictions, may be needed to mitigate this risk? What comparisons have been made of the level of risk if the interchange is lit with street lighting, or is not? Will they make their data available?”

The response was given to this question at Item 6 after the question by the Local Member.

Mr Griffiths felt that the Panel would not let the scheme go ahead if the benefits did not outweigh the costs.

The Cabinet Member said that a safety assessment had been carried out and the best option was not to have lighting at the roundabout or bus stop. Lighting was provided at the junction prior to the construction of the roundabout to enable better visibility at the junction when turning right where there had been a large number of accidents. Pedestrians crossing the road by the bus stop were minimal. The lay-by would be lengthened for passengers getting on and off the bus as most people getting off the bus were usually collected by car.

6. Local Member Issues

The following question was asked by Mr Pitt-Pladdy, Local Member for East Deepwade:-

"I would like to thank the Cabinet Member for Planning and Transportation for his kind words and support for the residents of Tivetshall and Pulham Market when he initiated, on 24th September, the work to build a roundabout on the A140.

The work is progressing well but could I prevail on him to ask the Planning and Transportation department to urgently examine the proposed safety measures being put into place for school children and other pedestrians at the roundabout. I understand that neither the roundabout nor the proposed bus stops to the North and South of it will be lit.

People in my division, especially in the village of Pulham Market, have a serious growing concern that, although the roundabout will provide increased safety for vehicles, it will be at a cost to the safety of schoolchildren and pedestrians.

At present, although the cross roads are extremely dangerous for vehicles, the lighting currently provided allows pedestrians wanting to cross the road to be clearly seen by drivers. This would not be the case if the lights are removed.

Please would the Cabinet member tell me how many other such rural roundabouts on fast 'A' roads have been built or are likely to be built in Norfolk or indeed in East Anglia.

I understand that cabling is to be installed on the roundabout in case a need for lighting is perceived at a later date. What are the criteria for introducing such lighting and what would be the extra cost if the work were to be done now?"

The following response was given:

"I am very grateful for these questions and to have the opportunity to provide reassurance that we have given very careful consideration to these issues in our decision not to fully light the roundabout and bus stops.

Our design codes prompt a systematic assessment, which in this case concluded that the roundabout will operate safely if unlit. Experience from the long term trial at Corpusty supports the case that unlit roundabouts can operate safely.

Low level signing will still be lit and road crossing cable ducts are being installed. The junction will of course be monitored into the future. If installation of a full lighting scheme were included with the present works it would add approximately £50k to the cost. There is also the need to consider the ongoing revenue costs of lighting and the Council's obligation to reduce its carbon footprint where it can.

I hear what Councillor Pitt-Pladdy says but we have found little evidence of pedestrian usage in the vicinity of the junction. Southbound bus services

occasionally drop off here and anecdotally it is understood that bus passengers are usually met by car. For these reasons a new bus lay-by is being provided to the north of the junction which will be large enough to hold several cars making a rendezvous pick up, which we would expect to be safer than the current arrangements.

The roundabout will naturally regulate traffic speed and a change to the speed limit would be unlikely to provide any added benefit.”

Mr Pitt Pladdy commented that he appreciated that there would be very few pedestrians in the vicinity of the junction but there would be some small children getting off the bus there and the reduction in safety, even if this led to one casualty, this was one casualty too many.

The Cabinet Member for Planning and Transportation said that use by pedestrians had been carefully assessed and it was a question of judgement and a balance as to the benefits of the scheme against any dangers. He also said that it was not a practical solution to have lighting all over the countryside.

7. Cabinet Member Feedback on Previous Review Panel Comments

The Review Panel received and noted the annexed report updating Members on Cabinet discussions and the outcome of Panel’s comments and views on any issues considered by the Panel prior to going to Cabinet.

Norwich Park and Ride Fare Proposals

The Cabinet Member for Planning and Transportation stated that the County Council was close to an agreement with the three district councils involved and they would be no worse off financially. It was also pointed out that the implementation date would be March 2009 and not January.

8. Forward Work Programme: Scrutiny

The Review Panel received the annexed report inviting Members to consider items to add to the scrutiny programme.

The following suggestions were made and agreed as items to be added to the forward scrutiny work programme:

- A report on how effective the parking enforcement in Norwich over the Christmas period was. This should include whether it was good value for money, if there were any particular problems encountered and would the County Council use the contractors again.

The scoping report on waste disposal and recycling was welcomed but it was pointed out that it should be borne in mind not to duplicate this work.

The Director of Environment, Transport and Development said that a scoping report would be produced giving a menu of issues at their next meeting so Members could consider whether a more detailed scrutiny was required as the recommendations of the Cabinet Scrutiny Committee were not clear.

In response to questions about the impact that the new recycling centre at Kings Lynn had on waste and the degree of recycling, it was noted that information about this would be contained within the scoping report.

The Cabinet Member for Waste Management and the Environment welcomed the report and was keen to see how the new site had encouraged recycling and whether it had benefited other areas.

9. Climate Related Decisions of Norfolk County Council

The annexed report by the Director of Environment, Transport and Development, providing an update on the work done since the previous Cabinet Scrutiny report in January 2008, was received

The following comments and questions were made by the Panel:

- Where had all the comments gone that the Panel made on this document as they did not seem to have been incorporated?
- As small schools had large energy bills, where was the funding for these schools to help reduce their carbon footprint and in turn the County Council's footprint?
- As schools were the largest user of energy in the County it was felt that energy efficiency should be promoted within schools.
- As all reports needed to bear in mind the impact of climate change and it should be borne in mind in everything that the County Council did, why, when the Working Party had recommended that a paragraph on climate change impact be included in all reports was it not contained in all reports?

The following comments were made in response:

- Relevant comments from the Panel were taken on board and although they were not in this document they were contained in the County Councils Local Transport Plan as this was a strategic document
- Efficiency in schools was an issue in both primary and secondary areas and the Planning and Transportation Department, along with Norfolk Property Services would factor them into the forward programme over the next five years. An awareness raising programme expanding on the current Energy Busters/Energy Futures Programme in schools was one of the key projects within the Programme.

- The £12 nominal value placed on a tonne of carbon emissions was a sum suggested by DEFRA, which was felt to be a reasonable value.
- The NI186 –Per Capita reduction in CO2 emissions in the Local Authority Area, stemmed from research carried out by DEFRA and if the figure was broken down it could be identified what reduction fell onto which local authorities.
- With regard to greener methods of transport and mileage allowances this had yet to be developed. A number of areas had been identified as possible ways of creating greener transport, including a travel plan for County Hall but are reliant on the implementation of the Modern Reward Strategy so the rate of business mileage could be ascertained first. After this outcome the Department could come up with a transport related impact as a result of business use of transport within the County Council. The Department were working with CIVITAS on producing lower emission vehicles.
- An aspirational bid for £7.4m bid had been made by NPS for funding for the project but there was concern where the capital spend was for the strategy as it was hoped to put together a more robust programme but it was not sustainable to find this funding at the moment. Officers reported that an allocation of £365,000 from the Strategic Ambitions Reserve is proposed for 2009/10.
- Assurances were given that modern technology would be used in order to make meetings of the steering group, Governance Board and project sub-groups as carbon neutral as possible.
- The Director of Environment, Transport and Development stated that the recommendations from the Cabinet Scrutiny Working Party had been positively received by Cabinet but the proposal to include climate change impact in all reports was not explicitly agreed by Cabinet. He noted that there were counter arguments for not including a standard paragraph.

The Cabinet Member for Waste Management and the Environment said that Norfolk was ahead of most counties in the region regarding climate change for which he was pleased but he felt that the County Council should not become complacent as it needed to forge ahead to meet Government targets for the future.

The Panel noted the contents of the report and agreed to receive a further report in the Summer on the carbon trading scheme.

10. Update on Refresh of Drainage Protocol

The annexed report by the Director of Environment, Transport and Development, updating Members on the progress since the last report to the Panel on 9 January 2008, was received.

It was agreed that there was a need to review the protocol as it had been superseded by the recent Pitt Report and Government response. A revised report would be brought to the next meeting in March.

11. Transport Provision for Young People in Education Aged 14-19

The annexed joint report of the Director of Environment, Transport and Development and the Director of Children's Services, outlining the recent 14-19 educational reforms and considering the implications for transport was received.

It was noted that a joint team had been set up to look at this issue with Planning and Transportation and Children's Services.

The following points were made by the Panel:

- Definite figures would need to be gathered so the County Council could put its case to the Government to show the year on year growth as the funding given may cover costs this year but it would not in the future.
- It was a very useful report and it was felt that it should be a regular report on the agenda for this meeting.
- Members agreed that developing an access map and a travel to learn map, defining the transport eligibility criteria for 14-19 education was a priority. An update on these areas was requested, even if they were not final versions, as part of the next briefing, including more estimates on costs.
- There was a need to make use of existing transport to schools and ensure that children were able to further their education in the areas that they wished, supporting choice wherever practical.
- There was concern that transport planning seemed to be an afterthought in the Fakenham pilot; it was felt that the transport requirements should be considered first.
- Buses were not the only solution for transporting students to where they needed to be and alternatives needed to be considered.
- Rural areas would experience greater problems.
- Concern was raised about the funding of the 14-19 diploma lines because the Government grant to assist their introduction was time limited.

Mr Adams proposed that there should be Member involvement on the Project Board, this was seconded by Mr Baskerville.

The following comments were made in response to questions and concerns by the Panel:

- Up to 40,000 children could be transported under the new proposals.
- The reforms on transportation had come about to facilitate choice for students and it was not just to help students studying diplomas. Around 40% of Key Stage 4 students were studying non-traditional courses. Through careful planning there would be opportunities to minimise transport costs.

- If the scheme in place at Taverham worked well it would lead the way through co-ordinated planning and economies of scale and would enable planning to be carried out more efficiently.
- There were nine partners working with Children's Services on the scheme.
- Regular updates would be given to the Panel on progress of the project.
- There would be a menu of options available for different modes of transport which would be very flexible.
- A rural adviser was in post to identify the needs of pupils in the North Norfolk coastal areas and a co-ordinator post was being advertised in February to take up the post in April 2009. A grant of £75,000 would be received and this would be used to fund a full time equivalent post for 18 months.

It was reported that meetings regarding the different workstreams were currently underway. Members of the Overview and Scrutiny Panel would be welcome to join them although some flexibility might be needed as there was an existing timetable of meetings.

It was agreed that two Members of this Panel and two Members of the Children's Services Overview and Scrutiny Panel should sit on the Project Board. The Members would consist of two conservative, one labour and one liberal democrat. Mr Adams agreed to serve on the Board.

In response to concerns over how the progress would be monitored it was stated that groups would be task and finish groups undertaking a short term activity over the next 18 months. Feedback would be given to both the overview and scrutiny panels concerned. Information would be given to learners and providers as soon as it was available to help their own planning.

It was felt that the project was an excellent one and officers were congratulated for getting the project underway.

12. Street Lighting Policy

The annexed report by the Director of Environment, Transport and Development, providing an update on the review of street lighting policy with regard to the introduction of part night lighting was received.

The following concerns were raised by the panel:

- Some Members felt that there would be a lot of adverse reaction from the public if street lights were turned off for part of the night, although others felt that there was no need for a lot of the lighting that was used in Norfolk.
- It was felt that full public consultation would be needed and the topic should go to the Citizen's Panel but the questions would need to be carefully constructed.
- As a lot of lighting was provided by district or town councils, it needed to be ensured that the public understand what was being proposed.

- A trial could be carried out of dimming lights in the early hours of the morning.
- Why had the Police Authority not been consulted?

The following responses were given to those concerns:

- The lights would only be turned off from midnight to 5am and only in the suburbs, not in town centres.
- The Police Authority had not yet been consulted because things had not yet got to the appropriate stage. The Department needed to know what proposals were to be trialed before putting a case to the Police Authority. The Police Authority would require answers that the County Council were not in a position to give.
- The Citizen's Panel would be consulted to assess the general attitude and a report would come back to the Panel before matters progressed.
- The question that would be put to the Citizen's Panel would be shared with the Chairman and the party spokes persons before the consultation started.

The Panel agreed that a report on the findings of the Citizens Panel survey, together with the results of Essex County Council's pilot scheme, should be brought to the Panel later in the year so that it may give further consideration to a night lighting trial.

13. HGV Route Hierarchy

The annexed scoping report by the Director of Environment, Transport and Development, giving some background information on the HGV route hierarchy and setting out an outline proposal for further scrutiny was received.

It was reported that damage to roads was not caused by the weight of vehicles, it was caused by the increase in the volume of traffic and the size of the vehicles and the fact that some were too large to negotiate bends in the rural roads in Norfolk.

The Panel agreed with the recommendations made by the Member Working Group, that further scrutiny of the HGV Route Hierarchy would be beneficial and that further scrutiny be based around a review of two sample locations. It was noted that requirements for consultation would need to be carefully considered.

14. Partnership Working

Member's considered the annexed report by the Director of Environment, Transport and Development, outlining the two year rolling programme to review for the Planning and Transportation's partnership working. The report summarised the findings of a review of four community partnerships.

It was agreed that further information was needed on the value, costs and funding of the partnerships.

15. Budget Monitoring 2008/09

The annexed report by the Director of Environment, Transport and Development, on budget monitoring for 2008/09, was received.

It was noted that the Waste Disposal Budget had significantly under spent this was due to the fact that waste credits had not increased as much as was thought because there was not as big an increase in the volume of waste as had been expected. It was also a difficult budget to forecast accurately because of the volatility of figures.

Following consideration, Members noted the contents of the report and agreed that there were no issues to report to Cabinet.

16. Abandoned Vehicles Policy

The annexed by the Director of Environment, Transport and Development report asking Members to comment on the criteria setting out the policy for disposing of abandoned vehicles, was received.

The Panel noted the Abandoned Vehicles Policy.

17. Review of the Norfolk Protocol for the Consideration of Unauthorised Encampments

The annexed report by the Director of Environment, Transport and Development, giving the Panel the opportunity to comment on the current review of the protocol and how it is currently implemented in Norfolk, was received.

The Cabinet Member for Waste and the Environment said that the document was an important document and very helpful in the work carried out with travellers in the County.

18. Local Transport Plan

The annexed report by the Director of Environment, Transport and Development, outlining the progress made during 2006/07 and 2007/08 on delivering transport objectives and targets, was received.

It was reported that the County Council was required to submit the next Local Transport Plan in March 2011. The Panel thanked staff for all of their hard work in generating such positive comments from Go East, which recognised that the County Council were making good progress, having already exceeded some of its targets.

19. Planning and Transportation Service and Financial Plan 2009/10

The annexed report by the Director of Environment, Transport and Development updating the Panel on proposals for service planning for 2009/10-20011/12, was received.

It was noted that the basic inflation assumption was consistent across all departments within the County Council. Any "excess inflation" being estimated had been highlighted separately. It was felt that the current fall in interest rates would not result in alterations to those assumptions in this budget cycle.

(The meeting closed at 12.30pm)

Chairman



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**Planning, Transportation the Environment and Waste
Overview and Scrutiny Panel**

Minutes of the Special Meeting held on 27 January 2009

Present:

Mr A Adams	Mr C Joyce
Mr J Baskerville	Mrs B Lashley
Mr D Baxter	Mr P E Moore
Mr A Byrne	Mr G Nobbs
Miss E Collishaw	Mr J Perry-Warnes
Mr T East	Mr M Taylor
Mrs I Floering Blackman	Mrs C Ward
	Mr A White

Substitute Members:

Mrs Floering Blackman for Mr Bett
Mr C Joyce for Mrs Harris
Mr Nobbs for Mr Morrey
Mr Perry-Warnes for Mrs Bolt

Cabinet Members Present:

Mr A Gunson - Planning and Transportation

Officers in Attendance:

Mr C Bottjer – Contracts and Purchasing Manager
Mr P Clark – Independent Consultant
Mr G Corr – Legal Services
Mr J Joyce - Head of Programme Management
Mr P Wishart – Major Schemes Project Manager

1. Apologies

Apologies were received from Mr Bett, Mrs H Bolt, Mrs Harris, Mr J Joyce, Mr Morrey

2. Declarations of Interest

There were no declarations of interest.

3. Exclusion of the Public

The Chairman advised the Committee that, with regard to the report at Item 4 on the agenda, the Panel needed to consider whether to exclude the Public for the consideration of the information. The Head of Programme Management presented the Public Interest Test, as required by the 2006 Access to Information Regulations. The Committee's consideration was as follows:

The report contained information relating to the progress of the Norwich Northern Distributor Road procurement process, including the results of an assessment of the quality and financial submissions contained in the tenders for the scheme. The release of this information would or would be likely to, prejudice these findings and would release commercially sensitive information into the public arena. It would therefore not be in the public interest to release this information. This assessment had been reached in the light of the guidance provided by the Head of Law.

RESOLVED to exclude the public from the meeting under section 100A of the Local Government Act 1972 for consideration of the item below on the grounds it involves the likely disclosure of exempt information as defined by Paragraph 3 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

4. Norwich Northern Distributor Road (NDR) – Award of Contract

The annexed report by the Director of Environment, Transport and Development, outlining the tendering process and analysis carried out for the NDR tenders and recommending the appointment of a contractor, was received.

It was noted that the report would be put before Cabinet at its meeting on 16 February, to which any comments from this Panel would be relayed.

It was noted that Mr Byrne, Mrs Lashley and Mr East had sat on the Procurement Working Group. All officers and Members involved in the process were thanked for all of their hard work.

Following consideration of the report it was **RESOLVED**:

To approve the recommendation as contained in the report.

Chairman

(The meeting closed at 10.50pm)



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Planning and Transportation Environment and Waste Overview and Scrutiny Panel

4 March 2009

Item No. 7

Cabinet Member feedback on previous Overview and Scrutiny Panel comments

A joint report by the Cabinet Member for Planning and Transportation
and Cabinet Member for Waste Management and the Environment

Summary

This short report gives feedback to Overview and Scrutiny Panel on Cabinet discussions and the outcome of Panel's comments and views on any issue that has been considered by the Panel prior to going to Cabinet.

Planning and Transportation issues

Report: **Regional Spatial Strategy Review: EERA Request for Strategic Planning Authority advice**

Date considered by
O&S Panel: 5 November 2008

O&S Panel comments: Members agreed that the following points should be included in a response to Government on the RSS Review covering the following issues (see minutes of meeting for full detail):-

1. Norfolk is already facing a huge challenge to deliver the 78,700 homes required in the current East of England Plan. Any increase on this number is unreasonable and unobtainable.
2. The Review actually requires Norfolk to test whether it can accommodate between 20,700 and 67,000 extra homes up to 2031 at annual average rates of between 4,150 and 6,160. Average completion rates in Norfolk have been around 3,300 since 1993 and that included in the period of recovery from the last recession and the boom building years. Planning for houses that cannot be delivered will have significant negative impacts, for example, on the delivery of supporting infrastructure. Market delivery should be a major factor in the RSS review.
3. The extra levels of growth would result in greater impact on the environment and local communities, and widen the infrastructure funding gap. There is considerable anxiety about the ability to generate sufficient jobs and economic growth proposed by the NHPAU, 67,000 additional dwellings, requires building an annual average of 6,160 homes a year which is simply not credible.

Date considered by Cabinet: 5 January 2009

Cabinet feedback: Cabinet was advised of a correction to the information (as reported to Panel) relating to Great Yarmouth – the current assessment of growth capacity now included an additional 400 and not 1,600 dwellings up to 2031.

Cabinet approved the report as the S4(4) response to be submitted to EERA, with the inclusion of the comments agreed by Panel.

Report: **Northern Distributor Road – Award of Contract**

Date considered by O&S Panel: 27 January 2009 (special meeting)

O&S Panel comments: Panel resolved that Cabinet be recommended to award the contract to carry out stage one of the NDR preparation to Birse Civils.

Date considered by Cabinet: 16 February 2009 (special meeting)

Cabinet feedback: Cabinet agreed to award the contract to Birse Civils.

Other issues

Report: **Asset Performance Report 2008**

Date considered by Review Panel: 5 November 2008

Review Panel comments: This report was by the Cabinet Member for Human Resources, Finance, Property and Corporate Affairs and the Managing Director of NPS Property Consultants Ltd. Members noted the performance of the assets for 2007/8 and supported development of means of addressing the issues raised.

Date considered by Cabinet: 1 December 2008

Cabinet feedback: Cabinet agreed to support the development of means of addressing the issues raised, particularly the requirement maintenance of the portfolio, the environmental impact of the use of the property portfolio, and value for money.

Officer Contact

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Planning Transportation, the Environment and Waste Overview Scrutiny Panel

4 March 2009
Item No. 8

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.

1. The programme

1.1. The attached Outline Programme for Scrutiny (Appendix A) has been updated to show progress since 4 March 2009 Overview and Scrutiny Panel.

1.2. Members of Overview and Scrutiny Panel are asked to 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

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

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

Action Required

- (i) Members are asked to consider any new topics suitable for adding to the scrutiny programme, in line with the criteria at 1.2, and to agree the topics and reporting dates listed on the programme.

Background Papers

None.

Officer Contact

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Outline Programme for Scrutiny

Standing item for Planning, Transportation, Environment and Waste Review Panel :
update for 4 March 2009

This is only an outline programme and could/should be amended as issues arise or priorities change

Scrutiny is normally a two stage process:

- Stage 1 of the process is a scoping and costing stage. Draft terms of reference and intended outcomes will be developed as part of this stage.
- The detailed scrutiny will be carried out by the full Review Panel or a Member Group but other approaches can be considered, as appropriate.
- On the basis that the detailed scrutiny is carried out by Member Group, Stage 2 is reporting back to the Review Panel by the Group.

Changes to Programme from that submitted to Review Panel on 7 January 2009

Added

- Use of Civilian Traffic Marshalls
- Waste and recycling

Completed / Removed from Programme

- Diplomas for 14-19 year olds – transport implications – discussed January 2009. Panel asked an update on development of the transport eligibility criteria for 14-19 education, this will be brought to a future Panel meeting as a Review item.

Other

- Partnership working – two year rolling programme of review commenced on 05/11/08. Reports are presented to each Panel meeting – the report to Panel in January 2009 covered four community partnerships.
- Climate related decisions of Norfolk County Council – further information on the Carbon Reduction Commitment will be presented to Panel in the Summer.
- Drainage protocol - Panel received an update report in January 2009, and agreed to receive further information on the Pitt Review recommendations in March 2009.
- Street lighting - in January 2009 Panel agreed to the use of Citizens Panel to establish current attitudes to switching off street lights late at night, and agreed to receive a report on the findings of this (along with details of a trial being carried out by Essex CC) so that it may further consider the issue.

Topic	Outline Objective	Cabinet Area	Stage 1 (scoping report)	Stage 2 (report back to Review Panel)	Initiated by	Comment
1. Delays occurring on county and trunk roads	To review the delays that occur as a result of accidents and other incidents.	Planning and Transportation	3 September 2008	4 March 2009	A Gunson CC & 5 March 2008 Review Panel	A report from the Member Working Group is on the agenda for discussion at PTEW on 4 March 2009.
2. Partnership working	To scrutinise P&T partnership working using the questionnaire developed by Cabinet Scrutiny Committee.	Planning and Transportation	14 May 2008	<i>Ongoing - see comment</i>	5 March 2008 Review Panel	Two year rolling programme of review - last month Panel reviewed four community partnerships.
3. HGV Route Hierarchy	To scrutinise the process for setting and enforcing the route hierarchy.	Planning and Transportation	7 January 2009		14 May 2008 Review Panel	Panel approved proposed way forward in January – further meetings of the Working Group are being set up.
4. Transfer of landfill sites to the County Council	To monitor the outcomes of the scrutiny carried out by Cabinet Scrutiny.	The Environment and Waste	N/A	4 March 2009	9 July 2008 Review Panel	Report discussed 05/11/08, and agree to receive a further update – on agenda for March 2009 meeting.
5. Climate related decisions of Norfolk County Council	A Cabinet Scrutiny Committee has scrutinised this area – PTEW to monitor progress against the recommendations agreed as part of this.	Environment and Waste AND Planning and Transportation	N/A	7 January 2009	Cabinet Scrutiny / 9 July 2008 Review Panel	Update report presented to January 2009 Panel. Agreed to receive a further report in the Summer on the Carbon Trading Scheme.

Topic	Outline Objective	Cabinet Area	Stage 1 (scoping report)	Stage 2 (report back to Review Panel)	Initiated by	Comment
6. Drainage protocol	To scrutinise the effectiveness of the protocol and the processes to communicate its requirements	Planning and transportation	9 January 2008		9 May 2007 Review Panel	Panel received an update report in January 2009, and agreed to receive further information on the Pitt Review recommendations in March 2009.
7. Street lighting	To review street lighting policies/procedures and to consider potential changes to the lighting arrangements to reduce the need for full lighting e.g. dimming.	Planning and Transportation	<i>Not scoping report (raised as an urgent scrutiny item)</i>	24 January 2007	30 October 2006	In January 2009 Panel agreed to the use of Citizens Panel to establish current attitudes to switching off street lights late at night, and agreed to receive a report on the findings of this (along with details of a trial being carried out by Essex CC) so that it may further consider the issue.
8. Use of Civilian Traffic Marshalls	To review the use of civilian traffic marshals in Norwich over the Christmas period to determine whether it was successful and could be extended to other areas of the county.	Planning and Transportation	4 March 2009		7 January 2009 Review Panel	

Topic	Outline Objective	Cabinet Area	Stage 1 (scoping report)	Stage 2 (report back to Review Panel)	Initiated by	Comment
9. Waste and recycling	Passed to Review Panel to consider by Cabinet Scrutiny Committee (item raised at Scrutiny away-day).	Environment and waste	4 March 2009		Cabinet Scrutiny / 7 January 2009 Review Panel	Agreed at Panel on 7 January 2009 that the initial report to be considered by Panel should give a menu of issues that could be covered, and will including performance information for the new Recycling Centre in King's Lynn.
<i>Community Infrastructure Levy</i>	<i>TBC</i>	<i>Planning and Transportation</i>	<i>TBC</i>	<i>TBC</i>	<i>14 May 2008 Review Panel</i>	<i>To be considered for Scrutiny once a body of evidence becomes available</i>

Scrutiny items completed since 2001

Date completed	Topic	Method
5 December 2002	Trading on the highway	Full Panel
5 December 2002	Safer Journeys to School	Task & finish group
23 January 2003	Norfolk Waste Partnership	Full Panel
23 January 2003	20mph speed limits	Task & finish group
14 April 2003	Draft Local Performance Indicators for 2003/04	Full Panel
14 April 2003	Accident rates for different modes of transport	Full Panel
4 March 2004	S106 Agreements – phase 1	Task & finish group

Date completed	Topic	Method
15 July 2004	Snow situation 28 January 2004	Full Panel
16 September 2004	Trading on the highway	Full Panel
16 September 2004	Impact of Castle Mall and future developments on city centre traffic	Task & finish group
16 September 2004	Effectiveness of walking & cycling schemes	Task & finish group
25 November 2004	Signage to local business and tourist destinations	Task & finish group
9 March 2005	County Council travel plan	Full Panel
8 June 2005	Residual waste treatment and disposal contract	Full Panel
8 November 2005	Concessionary travel schemes	Task & finish group
15 March 2006	Temporary road closures & cost implications of H&S legislation- phase 2	Task & finish group
17 May 2006	S106 Agreements – phase 2	Task & finish group
19 July 2006	Safer and Healthier Journeys to School – school travel plans	Full Panel
24 January 2007	Operation of intelligent transport systems	Full Panel
18 July 2007	Coastal protection and the Marine Bill	Task & finish group
18 July 2007	County parking standards for new development	Task & finish group
18 July 2007	Management of commuted sums	Full Panel
14 November 2007	Casualty reduction strategy	Full Panel
14 November 2007	Effectiveness of new waste recycling contracts	Full Panel
14 November 2007	Validity of financial forecasts for waste budgets	Full Panel
9 January 2008	Drainage protocol between district councils, Environment Agency and the Council	Full Panel
9 January 2008	Bus Net system cost effectiveness and use of information	Full Panel
14 May 2008	Environmental impact of grass cutting on highway verges	Full Panel
7 January 2009	Diplomas for 14-19 year olds – transport implications	Full Panel

Other items identified

None.

Planning Transportation the Environment and Waste Overview and Scrutiny Panel

4 March 2009

Item No. 9

Waste disposal and Recycling – Scoping Report

Report by the Director of Environment, Transport and Development

Summary

This report outlines a number of topic areas that Members may wish to consider for future scrutiny. These include the new Recycling Centre at King's Lynn, the impact of commodity prices falling, trade waste, Recycling Centre Best Value Action Plan, Norfolk's County wide recycling rate, residual waste treatment, partnership working, the "Love food hate waste" campaign and other County Council activities.

1. Background

- 1.1. Following a request from Cabinet Scrutiny that the panel review waste disposal and recycling. At its January meeting this Panel agreed that a scoping report be produced giving a menu of issues so Members could consider whether a more detailed scrutiny was required. It was noted at this meeting that the impact that new recycling centres had on waste and the degree of recycling, would be contained within the scoping report.

2. Scoping

2.1 New Recycling Centre at King's Lynn

- 2.1.1 The new site opened in October 2008. An on-site satisfaction survey revealed that 92% of householders surveyed were satisfied with the new site and 98% were satisfied with the ability to buy items for re-use on site.
- 2.1.2 A comparison of the recycling rates for the old and new sites, covering the period October and November 2007 and 2008, shows the recycling rate has increased from 58 % to 68%. This compares with a steady 55% for the average of all sites in the same periods.
- 2.1.3 A suitable time for a more detailed scrutiny of the new Recycling Centre might be after the site has been in use throughout the busier summer period.

2.2 Impact of commodity price fall

- 2.2.1 Late in 2008 the value of materials collected for recycling fell dramatically. Materials collected at the kerbside are sorted at the Materials Recovery Facility (MRF) at Costessey, operated by Norfolk Environmental Waste Service Ltd

(NEWS). The materials are sold by NEWS and the profit shared with the Borough, City and District Councils. All the collected materials (newspapers and magazines, food and drink cans and plastic bottles) continue to be recycled but at a financial cost. NEWS has made a number of operational changes at the MRF to improve the quality of the materials recovered, and this has helped ensure their marketability.

2.2.2 Materials collected for Recycling at the County Council's 19 Recycling Centres are sold by the contractor at their risk.

2.2.3 There has been a reduction in the predicted growth in material recycling, however predicted levels are still 13,000 Tonnes higher than last year at 130,000 Tonnes. Materials collected by Councils for recycling are not being landfilled or stockpiled at present.

2.3 **Trade waste**

2.3.1 The County Council provides free environmental advice to Norfolk businesses across a range of environmental issues including waste and recycling, energy efficiency, water conservation and legal compliance. Free on-site environmental reviews are also available. All businesses have a duty of care for their waste and must not dispose of it as household waste.

2.3.2 The County Council disposes of trade waste collected by, or on behalf of, the Borough, City and District Council's in Norfolk. This disposal cost is re-charged to the collection authorities, who pass it on, where appropriate to their customers. This process is monitored by the County Council to ensure that all costs are recovered. The County Council has also worked with the district councils, and the Environment Agency, to ensure traders are not using Recycling Centre for the disposal of trade waste and that trade premises have evidence that they have complied with their "duty of care". Costs of about £50,000 have been saved so far this year by diverting trade waste from the household waste stream.

2.4 **Recycling Centre Best Value Action Plan**

2.4.1 As part of the continual improvement of the Recycling Centre service the contractor produces a Best Value Action Plan, in conjunction with the Council. This includes actions on: Traffic Management, Environment, Training – Customer Service, Timber, Loyalty Service, Education, Trade Waste, and new Recycling.

2.5 **Norfolk's Countywide Recycling Rate**

2.5.1 In 2007/08 Norfolk achieved a countywide recycling, composting and re-use rate of 40% and has set targets for 48% by 2010/11. The latest unaudited figures show it has reached 44%. The County Council is a top fifteen Council for recycling.

2.5.2 The Norfolk Waste Partnership also has a Local Authority Agreement (LAA) target of 54% Municipal Solid Waste landfilled by 2010/11, Last year Norfolk was land filling 59%. The latest estimate for this year is 56%.

2.6 Residual Waste Treatment

2.6.1 The County Council has adopted a phased approach to procuring residual waste treatment for Norfolk and has undertaken large scale public consultations on what should be taken into account when different solutions are being considered.

2.6.2 The Waste Project is overseen by a Project Board, with cross party representation, and recommendations are made to the Review Panel and Cabinet at key decision points in the procurement process. In requesting this scoping report, the panel agreed further scrutiny should not duplicate the work of the Board.

2.6.3 The first phase, referred to as Contract A, is a 25 year contract Public Private Partnership to secure treatment services for up to 150,000 tonnes of municipal solid waste each year. Sustainable Resource Management Ltd, a bidding consortium that includes Norfolk Environmental Waste Services Ltd, is the preferred bidder for this contract and has gained planning permission and an operating permit for a facility at the Longwater Industrial Estate at Costessey near Norwich. The facility will use mechanical and biological treatment, including anaerobic digestion, to recover materials for recycling and to generate gas that will be used to produce electricity. This contract is expected to reach the contract award phase in spring 2009 allowing a full service to be delivered in 2011/12.

2.6.4 The second phase is a similar contract to treat up to 155,000 tonnes from the west of Norfolk, This contract will benefit from additional funding from government as Private Finance Initiative credits, expected to be equivalent to a cash grant of £169m over the life of the 25 year contract. The County Council has secured a site at the Willows Business Park, south of King's Lynn, to be used by bidders when they are developing their proposals; bidders may also propose solutions on their own sites. The County Council is neutral in its approach to technology and is expected to advertise its requirements in April 2009. This contract is expected to reach the contract award phase in 2011 which would allow a full service to be delivered from 2014.

2.6.5 Significant changes in waste composition over the life of these 25 year contracts will have the potential to change the cost of the treatment contracts over time. Consequently there will be an increasing need for decisions made about the nature of future waste collection services to consider the impact on the composition of residual waste sent for treatment.

2.7 Partnership Working

2.7.1 As a two-tier area, The County Council is reliant on the participation and support of Norfolk's seven waste collection authorities if the amount of household waste collected is to be minimised and the amount recycled and

composted maximised. The joint objectives of the eight authorities are identified within the Joint Municipal Waste Management Strategy (JMWMS), which aims to follow the waste hierarchy by initially seeking to reduce the level of waste growth by promoting waste reduction through recycling and composting with the ultimate aim of minimising the amount of residual waste requiring treatment and disposal. A copy of this document, along with a copy of the progress report for 2008, is available through the County Council website.

2.7.2 Through the Norfolk Waste Partnership (NWP), a programme of activities and events is co-ordinated throughout the year in order to raise awareness and encourage recycling and composting. These are generally jointly funded by partner authorities in accordance with an agreed formula. These include, but are not limited to:

- The production of the bi-annual magazine "Your Rubbish, Your Choice, which achieved 'a gold' at the Chartered Institute of Public Relations (CIPR) PRide awards.
- The NWP annual conference, held in October, at which around 200 representatives of the public, businesses, voluntary organisations and local authorities attend.
- The NWP annual awards ceremony, held in January and hosted by the Chairman of Norfolk County Council, which celebrates the success of those who have helped their communities towards the sustainable use of resources.
- High Profile events such as the Royal Norfolk Show where the NWP stand last year won the Somerleyton Cup for "Best Environmental Stand" and working with Norwich City Football Club to promote recycling messages to those attending matches.

2.7.3 The move towards the standardisation of policies by the NWP authorities has enabled Norfolk collectively to consistently record one of the lowest kg's of household waste collected per head in the country, when compared with other County Councils.

2.8 **Love Food Hate Waste campaign**

2.8.1 In addition to funding its own programme of joint activities, the NWP seeks to "lever" in external funding and support. The partnership has recently been successful in its bid for funding to run a food waste campaign between January 2009 and March 2011 (15 months). The funding is coming from WRAP, the Waste Resource Action Programme, and will be used to run a communications campaign to encourage householders in Norfolk to cut down on the amount of food they throw away, linking in with the national campaign Love Food Hate Waste.

2.8.2 Research shows we throw away nearly one third of the food we buy, including unwanted fruit and vegetables, unused products from the fridge and plate scrapings. The £100,000 funding will be used to run an advertising campaign as well as roadshows and producing leaflets and recipe books to use up left over food. The campaign activities will be run by officers from Waste Management Team at Norfolk County Council and the Recycling Teams in the District/Borough Councils.

2.9 **County Council activities**

2.9.1 To support the objectives of the JMWMS and the aims of both the County Council and the NWP, a number of initiatives are delivered. These include, but are not limited to:

- School Waste Action Club (SWAC) - working within approximately 350 Norfolk schools to raise awareness of waste issues and encourage waste reduction, recycling and composting.
- Home Composting Scheme - working with WRAP and Norfolk's seven collection authorities to promote and encourage home composting. Approximately 90,000 home composters have been distributed to date.
- Master Composter Scheme - launched in November 2006 this is delivered as a partnership between Norfolk County Council, Garden Organic and WRAP. The scheme operates by training and supporting a network of master composter volunteers who work in their local communities to encourage and support people to compost at home and through community composting schemes. The volunteers make a commitment to contribute 30 hours of their time to the scheme.
- Eastex - an inter-regional free materials exchange based across the east of England, Yorkshire and Humberside. Eastex enables businesses to participate in the reuse of materials and received a "Green Heroes 2008" wall shield, in recognition of its diversion of charity and business waste away from landfill.

2.9.2 Clearly a number of these are complimentary to the activities provided through partnership working and activities are co-ordinated through the NWP officer meetings.

3. **Resource Implications**

3.1. **Finance** : To be considered as part of any further scrutiny

3.2. **Staff** : To be considered as part of any further scrutiny

3.3. **Property** :. To be considered as part of any further scrutiny

3.4. **IT** : To be considered as part of any further scrutiny

4. **Other Implications**

4.1. **Legal Implications** : To be considered as part of any further scrutiny

4.2. **Human Rights** : To be considered as part of any further scrutiny

4.3. **Equality Impact Assessment (EqIA)** : An equality Impact Assessment has been carried out for Recycling Centres and an action plan drawn up.

4.4. **Communications** : To be considered as part of any further scrutiny

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

5.1. To be considered as part of any further scrutiny

6. **Risk Implications/Assessment**

6.1. To be considered as part of any further scrutiny

7. **Conclusion**

7.1. A range of topic areas that the Review Panel may wish to consider for scrutiny has been identified.

Action Required

- (i) Members to consider whether a more detailed scrutiny is required during 2009/10 of any of the topic areas identified.
- (ii) Members to consider any other topic areas they may wish to scrutinise

Background Papers

Minutes of the Planning Transport Environment and Waste Review Panel, date January 2009.

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**Planning Transportation the Environment and Waste
Overview and Scrutiny Panel**

4 March 2009

Item No. 10

Landfill sites formerly operated by NEWS - Update

Report by the Director of Environment, Transport and Development

Summary

An update report on the six landfill sites transferred to the County Council by NEWS.

1. Background

- 1.1. In February 2008 six landfill sites formerly operated by NEWS transferred to the County Council. NEWS continue to own and operate one landfill at Edgefield. In November 2008 Review Panel requested a further update on progress within 6 months.

2. Monitoring

- 2.1 All sites are monitored on a risk basis. An inspection, recording and remedial action system has been introduced, and is used by all site staff. Environmental monitoring of gas and leachate data is reported monthly to the Environment Agency (EA).

3. Beetley

- 3.1 The final phase of restoration has been completed to EA and Planning approval. Minor works have been completed to repair the fence, bury a telephone line, install a ramp to the gate, install a soak away, and repair the haul road. The site closure plan has been submitted to the EA.
- 3.2 Gas migration is well controlled and three additional monitoring boreholes have been installed to cover a previous gap. Power generation dropped suddenly during the year and this is now being addressed by the contractor. Tree planting, in accordance with the closure plan has almost been completed. More warrening has been undertaken to reduce rabbit damage.
- 3.3 Leachate levels are in compliance, nearly 4000 cubic metres of leachate abstracted and disposed of off site between May and December 2008 at a cost of over £60,000. Leachate compliance is being maintained with about 2 tanker loads being removed a week.
- 3.4 The Enforcement Notice has been removed by the Environment Agency.

4. **Blackborough End**

- 4.1 Extensive site investigation works and document searches are being undertaken to agree any necessary joint works with Waste Recycling Group (WRG), the site owner, to achieve a final restoration. Regulatory approval will still be required.
- 4.2 The old gas flare has been replaced by a smaller more efficient unit with a reduction in running costs.
- 4.3 Electricity running costs have been greatly reduced after negotiations with WRG over their leachate extraction plant. There are no NCC leachate issues.
- 4.4 Leachate continues to be managed closely, and some off site disposal may be required to maintain compliance in the future.

5. **Costessey**

- 5.1 The final phase restoration has been completed. The existing tanker entrance has been improved and a new entrance to the gas compound constructed with a new gate, fence line and slip road, to keep the adjacent Materials Recovery Facility (MRF) access clear. Tree planting has been completed and the lagoon cleared and fenced. Further drainage works are planned for the coming summer.

The site closure plan has been submitted to the Environment Agency.

- 5.2 There is long term gas migration on the adjacent scrapyard boundary related to high leachate levels and a number of additional leachate boreholes have been installed here.

A number of small gas leak repairs have been undertaken but have not been successful around one of the leachate sumps. Two extra gas monitoring boreholes have been installed opposite the MRF.

- 5.3 Leachate levels are being maintained in compliance. Since August 2008 the leachate treatment plant has been treating 50 cubic metres of leachate per day, at a cost of over £15,000 a month, and producing about 40 cubic metres of concentrate a week. Between February and July 2008 nearly 6,000 cubic metres of leachate was abstracted and disposed of off site at a cost of over £100,000.
- 5.4 The Enforcement Notice has been removed by the Environment Agency.
- 5.5 Groundwater close to the landfill boundary is beginning to show impact from the long term high leachate levels at the site and is being closely monitored.

6. **Docking II**

- 6.1 Soils are being stockpiled in preparation for the final restoration of the old weighbridge area later this year.

6.2 There is gas migration on the northern boundary. More suitable leachate pumps are needed to replace three in existing wells. No leachate has been tankered from site since June 2008.

7. **Edgefield**

7.1 Edgefield landfill remains in the ownership and operation of NEWS. The site is still accepting waste and NEWS are in the process of applying for Planning Permission and an Environmental Permit to continue operating after July 2009.

7.2 NEWS has carried out 13,500m² of capping works on completed phases of the site. A programme of future capping works has been drawn up by NEWS in consultation with the Council. Drainage works are planned for later in the year.

7.3 Levels of leachate have dropped significantly and all contained cells are in compliance. Tankering of leachate is co-ordinated by NCC.

7.4 Gas migration levels are also dropping on the site, now leachate levels are under control the site has have moved from 9 monitoring points being regularly out of compliance to 3 monitoring points out of compliance.

Gas odour is still an issue on the site and NEWS has recently implemented a series of measures to reduce the problem. The odour neutralising system has been extended to the North of the site along the boundary of the B1149. Further capping work has been brought forward to commence in late February. The power generation contractor has agreed to install a further 7 gas wells during February. Mott McDonald have completed an odour assessment of the site, and the Council and NEWS are working together to ascertain which parts of the site the gas migration detected in the monitoring points is coming from.

8. **Mayton Wood**

8.1 Phase 1 cap remediation and drainage scheme have been completed. Drainage briefings have been issued to the Norfolk Strategic Partnership (NSP) for phases 2 & 3 and the vehicle and welfare compound has been re-organised. A closure plan should be submitted by the end of the year to the EA.

8.2 The flare chimney has been replaced and inverters installed on the pump to reduce running costs.

8.3 Leachate levels are in compliance in phase 4, but surface water issues on phase 3 are keeping some levels out of compliance. The planned works above should address this. Nearly 11,000 cubic metres of leachate has been removed between February and December 2008 at a cost of £175,000. Tankering priority is being given to cells on the western side of the site to minimise gas migration.

8.4 Groundwater quality has been significantly impacted by the long term leachate management, and is being closely monitored. Two private water supplies have been replaced with mains water supply as a precautionary measure.

9. Snetterton

- 9.1 A closure plan has been submitted to the Environment Agency. Discussions have take place with Planning Services about a joint planning application with NEWS for the whole site.
- 9.2 NEWS have installed 5 site investigation gas monitoring boreholes in the un-tipped area.
- 9.3 There are no leachate issues on the site.

10. Environment

- 10.1 The Environment Team have conducted a survey of the sites (and some of the non-permitted sites) with a view to recommending what action can be taken to increase bio-diversity in the future.

Bat and Bird boxes made by Easton college students have been donated to Beetley, Costesey and Mayton Wood sites with RSPB and Norfolk Bat Society input.

11. Resource Implications

11.1. Finance :

The revenue and capital budget provision to manage the transferred landfill liabilities have been integrated into the P&T budgets and the predicted spends are shown below. Gas income picked up in the summer with increased leachate abstraction but due to the long term saturation of the waste continue to be less than predicted. The predicted revenue variance will be managed from within the Waste Operations budget.

2008/09	Budget £000	Predicted £000	Variance £000
Revenue	1,497	1,557	60
Capital	1,852	1,852	-

- 11.2. **Staff** : A Closed Landfill Strategy Manager has been appointed and a revised permanent structure for the management of landfill sites will be completed and in place by the end of the financial year.
- 11.3. **Property** :. Good progress has been made on the transfer of land ownership and leases.
- 11.4. **IT** : A business case for the integration of the landfill data system and the leachate control and monitoring system has been approved.

12. Other Implications

- 12.1. **Legal Implications** : Work has commenced on transferring the associated legal agreements with third parties on income from energy generation. The process to transfer the Environmental Permits from NEWS to the County Council, excluding Edgefield, should be completed by the end of the March 2009.

12.2. **Human Rights** : None

12.3. **Equality Impact Assessment (EqIA)** : A full programme of equality impact assessments has been carried out covering all Planning and Transportation activities, including an assessment for the management of closed landfill sites. This assessment did not identify any issues or inequalities in relation to our approach to the management of landfill sites. The sites transferred to the County Council from NEWS will be managed under the procedures and processes already assessed and therefore there will be no new equality issues as a result.

12.4. **Communications** : None

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

13.1. None

14. **Risk Implications/Assessment**

14.1. The most serious immediate risk at transfer, of leachate breakout and enforcement action by the Environment Agency has been addressed. All landfill sites leachate levels are now in, or approaching, legal compliance levels.

14.2. Groundwater at Costessey and Mayton Wood may still become an issue due to the long term high leachate levels, poor drainage and incomplete caps previously on the site. These continue to be monitored closely.

14.3. There remain environmental, legal and reputational risks to managing closed landfills and these risks are reviewed monthly as part of the Department's risk management process.

14.4. All Health & Safety systems have been reviewed, extensive staff training has been undertaken and new equipment has been purchased to reduce identified risk. All site staff also receive annual health monitoring.

15. **Conclusion**

15.1. The transfer of landfill sites formerly operated by NEWS into Planning & Transportation has gone smoothly. Long term groundwater issues may still become an issue.

Action Required

- (i) Review Panel are asked to note the progress that has been made on the landfill sites transferred to the County Council.

Background Papers

“Transfer of closed landfill sites formerly operated by NEWS to the County Council – Update”, Planning Transport Environment and Waste Review Panel, 5 November 2008.

Officer Contact

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

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**Delays occurring on County and Trunk Roads as a
result of roadworks and incidents – Draft Scrutiny Final
Report**

Report by the Chair of the Member Working Group

Summary

This report sets out the findings and draft recommendations of the Member Scrutiny Working Group set up to scrutinise the Council's existing processes in relation to minimising the impact of delays on the travelling public.

1. Background

- 1.1. Delays occurring on County and Trunk Roads as a result of roadworks and incidents was identified at a scrutiny item at the meeting on 3 September 2008, and agreed that a Member Scrutiny Working Group should be set up to scrutinise this issue. This report sets out the findings and draft recommendations of that group for Overview and Scrutiny Panel to consider.

2. Terms of Reference

- 2.1. The purpose of this scrutiny exercise was to review the delays that occur as a result of accidents and other incidents, to determine whether any improvements can be made to existing processes to minimise the impact of delays on the travelling public.

- 2.2. The Member Working Group was attended by:-

Members: Alexander Byrne (Chair) – Conservative
Gail Harris – Labour
Barbara Lashley – Labour (substitute for Gail Harris)
Peter Moore – Liberal Democrat

Officers: Laurie Egan – Network Manager, P&T
Clive Derry – Senior Engineer (Network Management), P&T
Sarah Rhoden – Scrutiny Support Officer, P&T

- 2.3. The Working Group met on two occasions to review the phase one scrutiny report, receive background information from officers and question current practice. The Group also reviewed the outcomes of the previous scrutiny exercise on roadworks (as reported to Panel on 15 March 2006, and summarised in the scoping report for this scrutiny exercise).

3. Findings and recommendations

3.1. Information about roadworks – journey planning

3.1.1. One of the best ways to reduce delays caused by roadworks is to encourage the travelling public to use alternative routes. Information about planned roadworks is communicated to the public in advance in a variety of ways, including:-

- Press releases (for major schemes)
- Advance notice letters to frontagers and local stakeholders (e.g. parish council)
- Advance warning notices on site
- Publishing information on internet via the Electronic Local Government Information Network (ELGIN)
- Publishing information on the 'up my street' section on the NCC internet (including an link to ELGIN)

3.1.2. ELGIN, which is being used in place of the previous roadworks today webpage, includes information about all planned roadworks (including utilities) – it is available to view through the Council's website at <http://norfolk.elgin.gov.uk> . ELGIN is utilised by a number of local authorities, including those in the East Midlands, East of England, London, North East England, South West England, South East England, West Midlands and Yorkshire and Humber. There are also plans in place to include other areas. The site allows users to search for roadworks information and to plan this information onto a map. This site is used by the Customer Service Centre to answer questions about roadworks.

3.1.3. The Working Group felt that ELGIN was a valuable resource and that wider communication about the site could be beneficial in making people more aware of what is happening/planned in their local area, and encourage the travelling public to take alternative routes to avoid roadworks and minimise delays.

Recommendation 1 – publicise ELGIN to the wider public by including an article on it on the next edition of Your Norfolk

Recommendation 2 – write to Parish Councils in Norfolk to make sure that they are aware of ELGIN, and the information that they can get from it

3.1.4. Some elements of future schemes, e.g. road closures, require Traffic Regulation Orders (TROs) to be put in place. Details of TROs are distributed to Members and parish clerks, as well as being publicised in the local press. However, the Working Group were concerned that the implications of this information was not always clearly understood by local stakeholders, including parish councils, and could be confused at the meaning and relevance of the orders.

Recommendation 3 – develop a covering sheet to use when distributing information about TRO's to Parish Councils to enable the implications to be more easily understood.

3.1.5. For major schemes, or where a significant programme of smaller schemes are planned to be carried out in a local area, stakeholder meetings are held in advance. These meetings are used to discuss the planned work, including the timing and arrangements for co-ordinating it. The Working Group felt that this approach was very positive, but recognised that it would not be practical to do this for every scheme.

3.2. **Information about roadworks – street-works**

3.2.1. There are processes in place, implemented as part of the Traffic Management Act 2004, that require utilities to provide a formal notice to the County Council about any works that they are planning to carry out on the highway. P&T then publicises all of this information on ELGIN. One of the current issues with this approach is that utilities will often serve notice for works over a fairly broad set of dates, even for small jobs. Because of this, it can often be difficult to pinpoint the exact date that the works will be carried out, and therefore it can be very difficult to give local people a useful advance warning about small works in their area. In addition, the Council is able to penalise utilities when works overrun their expected finish dates, where appropriate, which can be a disincentive to utilities providing exact dates for works.

3.2.2. The Traffic Management Act 2004 includes provision for local authorities to opt to introduce permit schemes for utility works. This type of scheme would mean that instead of utility companies providing notice of works planned on the highway, they would need to obtain a permit (which would be charged for) from the local authority to carry out the work. This could enable more certainty about the dates of utility works to be obtained, and could enable additional conditions to be placed on utilities carrying out works for example specifying diversion routes.

3.2.3. A permit scheme has been prepared by Transport for London, and is currently going through an approval process with the Department for Transport. This will be the first permit scheme of this type in the country.

3.2.4. Introducing a scheme of this type will need to be carefully controlled and administered, and additional staff would to be required to co-ordinate and enforce arrangements. The charge made for the permits would be set at a level to ensure the Council's costs were covered. Income from a permit scheme will be subject to regular audit to ensure that it is not used to generate an income stream. Norfolk and other local authorities in the East of England are keeping a close watch on the progress of the TfL scheme and, if it proves successful, it is possible that a regional scheme will be set up.

Recommendation 4 – once the street-works permit scheme in London has been introduced and evaluated, Overview and Scrutiny Panel receive a report on progress towards a regional permit scheme, and, at that time, consider whether a permit scheme in Norfolk could be beneficial.

3.3. **Dealing with emergencies**

3.3.1. When there is an emergency, the Working Group recognises that dealing with the emergency and getting traffic away from the incident is and should be the primary focus for emergency services. Although it would be possible for officers to provide advice to emergency services on suitable diversion routes when incidents occur, in practice this is very difficult to achieve. This is because it is difficult for emergency services to be able to predict how long incidents will last or the type of disruption that they are likely to cause, making it very difficult for us to make any realistic decisions about deploying resources. Details of our of hours contacts/duty officers are sent to the emergency services each week so that they are able to easily contact us should a major incident occur.

3.3.2. The Working Group felt that rural area and small roads are often where difficulties can occur. Larger and urban roads can usually maintain a reasonable flow of traffic during incidents even when, say, one lane is closed. But for small/rural roads, even those with low traffic flows, a small accident can often mean that the road is impassable (or severely restricted) and these incidents can therefore have as much impact as high traffic flow/main roads.

3.4. **Diversions**

3.4.1. Diversion routes are put in place for major schemes, and signs are placed on the route to make the travelling public aware. For major schemes, details of diversion routes are included in the press releases. Whilst it is usual for only one diversion to be in place on a route at any one time, the Working Group recognises that there are times when more than one diversion route is needed, for example when emergency works are carried out.

3.4.2. Details of diversion routes are not published on the Council's website, through ELGIN. Currently, these diversion routes are published on a stand-alone documents, but work is underway to publicise routes through the electronic mapping software available on the website so that the information is more easily accessible.

3.4.3. There may be ways that Satellite Navigation systems could be utilised in the future so that they can take current diversion routes into account when calculating routes. A protocol relating to local authorities sharing data with Satellite Navigation companies is being drawn up nationally, but has not yet been agreed. It is currently estimated that it would be technically possible for this type of arrangement to be put in place within two years, and the County Council would be in a good position to respond to any agreed protocol as it already has a graphical information system in place.

3.4.4. Some work is being carried out with the Highways Agency to implement strategic diversion routes for trunk roads which can be rapidly brought into action when an incident occurs. This approach would enable suitable diversion routes to be quickly and easily put in place by emergency services when incidents occur. Plans are in place for this trial to be reviewed and consideration given to whether a similar system for key routes on County roads would be beneficial.

3.5. **Major infrastructure projects**

- 3.5.1. The Working Group briefly reviewed the processes in place to plan in advance for disruption caused by major infrastructure projects, for example the Great Yarmouth Outer Harbour.
- 3.5.2. The Council considers disruption as part of the planning applications for which we provide highway advice. We also work with developers to minimise disruptions while work is taking place. One example of this is working with Lend Lease on the Chapelfield development, where routes for works material and removing spoil were agreed in advance to ensure that the any disruption caused was minimised.

4. **Recommendations**

- 4.1.
 - 1. Publicise ELGIN to the wider public by including an article on it on the next edition of Your Norfolk.
 - 2. Write to Parish Councils in Norfolk to make sure that they are aware of ELGIN, and the information that they can get from it.
 - 3. Develop a covering sheet to use when distributing information about Traffic Regulation Orders (TROs) to Parish Councils to enable the implications to be more easily understood.
 - 4. Once the street-works permit scheme in London has been introduced and evaluated, Overview and Scrutiny Panel receive a report on progress towards a regional permit scheme, and, at that time, consider whether a permit scheme in Norfolk could be beneficial.

5. **Resource Implications**

- 5.1. **Finance** : There are likely to be financial implications associated with setting up a permit scheme for street-works, and these will be considered as part of any future work to develop a scheme, if Members decide that introducing a scheme merits consideration.
- 5.2. **Staff** : If a permit scheme for street-works was introduced, additional staff resource would be required to administer and enforce it.
- 5.3. **Property** : None.
- 5.4. **IT** : None.

6. **Other Implications**

- 6.1. **Legal Implications** : The legal implications of introducing a permit scheme for street-works would need to be considered as part of any future work to develop a scheme, if Members decide that introducing a scheme merits consideration.
- 6.2. **Human Rights** : None.

6.3. **Equality Impact Assessment (EqIA)** : Wider communication about ELGIN and the information it can provide will enable the travelling public to make more informed decisions about their journeys.

6.4. **Communications** : None.

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

7.1. N/A

Action Required

- (i) Overview and Scrutiny Panel is asked to consider the above report by the Chairman of the Working Group and determine whether any further scrutiny is required.
- (ii) Overview and Scrutiny Panel is asked to consider the four recommendations of Working Group and determine whether it would be appropriate to refer them to Cabinet for agreement.

Background Papers

Report to PTEW Overview and Scrutiny Panel – 3 September 2008 – Delays occurring on County and Trunk Roads as a result of roadworks and incidents (*the scoping report*)

Report to PTEW Overview and Scrutiny Panel -

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Use of Civilian Traffic Marshals

Report by the Director of Environment, Transport and Development

Summary

This report outlines the issues and feedback arising from the use of civilian traffic marshals in Norwich prior to Christmas 2008. The report suggests that further deployments should be tried over the coming year and results reported during 2010.

1. Background

- 1.1. At the January meeting of this Overview and Scrutiny panel it was requested that officers report back on the use of civilian traffic marshals in the run up to and during the Christmas period in Norwich.

2. Use of Civilian Traffic Marshals

- 2.1. Norfolk Police have started an accreditation scheme which allows organisations to have staff trained and accredited to carry out traffic control who are referred to in this report as Civilian Traffic Marshals. The police powers are accredited by Schedule 5 of the Police Reform Act 2002. These powers allow the police to approve an organisation under the Norfolk Constabulary Community Safety Accreditation Scheme, and appropriately trained members of their staff are accredited to use powers under Section 35 and 37 of the Road Traffic Act 1988. One organization, Eventguard, has been accredited under this scheme.

The accredited staff cannot issue fixed penalty notices or make arrests. However, they can give "lawful instructions". Not to obey a lawful instruction given by an accredited person constitutes a criminal offence.

2.2. The Christmas 2008 deployment

Civilian Traffic Marshals (from Eventguard) were deployed at a number of locations around Norwich City Centre in the run up to Christmas 2008. The locations were at car park queues and some busy intersections where blockages occur.

Eventguard staff were asked to help keep traffic moving by not letting motorists block the highway while queuing for car parks or to block junctions. Eventguard took the vehicle registration numbers of motorists who disobeyed instructions. These were passed on to Norfolk Constabulary.

Although the deployment was not always popular with motorists wishing to get into car parks, it was very well received by bus drivers and operators, taxis drivers, city centre residents and blue light vehicle drivers.

First Bus played a big role in the deployment, contributing to the cost and have given positive feedback on how it helped services be more reliable. The owners of the Chapelfield shopping centre were supportive and paid for marshals at their car park. Taxis drivers too also have given feedback that the marshals helped keep traffic moving. City Centre residents who live in properties affected by queuing for car parks have said the deployment helped their access. The drivers of emergency services vehicles have also said that the deployment helped them making their way to emergency call outs.

There were some problems with motorists on the first Saturday of operation when over 600 registrations were taken. The number decreased each week so by the last Saturday (3 January) less than 100 were taken.

One particular issue which caused concern was access to the shop mobility scheme in the Chapelfield shopping centre. Some clients experienced problems getting to or from the scheme (their drop off or pick up vehicles being prevented from gaining access to the car park having been waved on by the traffic marshals). We are working on this problem and intend to have arrangements in place to help in future.

The Christmas 2008 deployment cost £23k in total.

2.3. **Traffic Marshalling - Scope**

Based on experience to date the deployment of traffic marshals could help at :

- Planned events on the highway where a legal order is in place and traffic control is required (e.g. charity/fun runs/cycle races/pancake races/Lord Mayors procession).
- Planned events off the highway where marshals are reducing disruption but not closing roads (e.g. pre Christmas shopping/Norfolk Show).
- Unplanned incidents where marshals are reducing disruption but not closing roads (e.g. A149/A47 queuing at summer peaks, utility disruption where use of temporary signals is affecting adjacent junctions etc).
- planned works particularly in relation to short term closures where the use of 'gateman' is envisaged - though it must be stressed a legal order will need to be in place for them to help enforce a closure for planned work on the highway.
- It is understood from police that they will be using accredited Eventguard staff for sealing scenes of crimes. This will include sites on the highway and may present an opportunity to get a more considered implementation of diversion routes around incidents.

There is a great deal of complexity about the law concerning the use of the police accredited traffic marshals. For example;

- the general powers of the police to close roads at planned events where it is regularly done but there is no legal order is in force (eg Norwich City Football Matches),
- the accredited traffic marshals do not have powers to enforce parking restrictions. Police Traffic Wardens who can enforce parking (outside the City Council area) can also do traffic marshalling duties. The City Council's Civil Enforcement Officers are not accredited for traffic marshalling duties.

In order to have a controlled and useful implementation, a protocol should be set up with the police – which any accredited organisation would sign up to, to become accredited. There may well be an overlap with the Service Level Agreement being set up for the use of the Police Traffic Wardens under the Civil Parking Enforcement project outside the City Council area.

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2.4. **Traffic Marshalling – Practical Arrangements**

During the deployment of Eventguard resources in Norwich over Christmas , a number of factors have influenced effectiveness:

- It helps if Police and Highway Authority are both aware, in real time, of deployment.
- The on site staff need to be in contact with both police and highway authority.
- It helps if the area of deployment is under CCTV coverage.
- It helps if there is pre-publicity about deployment to aid motorist understanding and raise awareness
- For car park queuing duties it helps to have knowledge of alternative car parks and space availability and pre publicity on actions – for other duties having information that can be handed out by Traffic Marshals to motorists should be considered.

2.5. **2004 Traffic Management Act**

It appears that the section of the 2004 Traffic Management Act covering civil enforcement of moving traffic offences is still 1-2 years away from enactment. However, by the introduction of this accreditation scheme we, as a highway authority, can now procure accredited resources to carry out a traffic marshalling service to help keep traffic moving.

2.6. **Role of Works Promoter and Event Organisers**

For specific events e.g. concerts/football matches we could seek funding from the event organisers to provide the traffic marshal service to minimise disruption. We now have the option of being proactive in reducing delays caused by events and/or incidents. This falls squarely within our statutory network management duty.

For discussion it is suggested :

- Works promoters (both Local Highway Authority, and Utilities) should fund cost of provision for their works.
- Event organisers can be asked to fund cost of provision for their events (e.g. Norwich City Football Club, Lord Mayors Show, Norfolk Show, Grand East Anglian Run etc).
- County Council to consider funding (from within existing budget) deployment for emergency incidents and regular events where no 'organiser' is apparent e.g. pre Christmas shopping Norwich (contributions to be sought from Chamber of Trade, shopping centres and bus operators).

2.7. **Proposal –**

Extensive deployment of traffic marshals is not proposed at this stage, but rather, an opportunity to try out the use of accredited traffic marshals within existing budgets, monitor their impact, assess the relative cost benefit and report back on progress in a years time.

3. **Resource Implications**

3.1. **Finance** : The cost of deployment is to be kept within existing revenue budgets and contributions sought from event organisers and works promoters.

3.2. **Staff** : None

3.3. **Property** : None

3.4. **IT** : None

4. **Other Implications**

4.1. **Legal Implications** :

4.2. **Human Rights** :

4.3. **Equality Impact Assessment (EqIA)** : The deployment of traffic marshals falls within the statutory network management duty and applies to all equally. However the access problems to the shop mobility scheme within the Chapelfield car park are being considered.

4.4. **Communications** : It is proposed that a range of communications means will be used to raise awareness of the traffic marshals and their deployment.

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

5.1. The accreditation scheme for traffic marshals is part of a scheme to help combat low level crime and disorder.

6. **Alternative Options**

6.1. The alternative option is not to continue with the deployment of traffic marshals.

7. **Conclusion**

7.1. The deployment of civilian traffic marshals helped keep the city moving in the run up to Christmas. Good feedback being received from bus operators, taxis drivers, car park operators, city centre residents and emergency services vehicles.

A number of situations have been identified where deployment could be useful and it is proposed to try some deployment in these situations and report back during 2010

Action Required

- (i) Members agree to receive a further report on this issue during 2010

Background Papers

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**Improving Local Leadership for Flood Risk
Management - the Government's response to the Pitt
Review**

Report by Director of Environment, Transport and Development

Summary

This report informs members of the progress on actions being undertaken on the Pitt Review and expectations from Government on Local Authorities. It also updates members on the progress on the refresh of the Drainage Protocol and the Cabinet Scrutiny's Flood Review process.

1. Background

- 1.1. The Secretary of State for Environment, Food and Rural Affairs and the Minister for Local Government have written a joint letter to all Local Authorities, highlighting the Government's response to the Pitt Review and the roles expected to be fulfilled by those authorities (see Appendix A).
- 1.2. At the 7 January 2009 meeting, this Panel received an update on progress made to promote and implement the Drainage Protocol. Members heard that the Protocol would need to be reviewed in light of the Pitt Review recommendations as it would provide a strong platform in ensuring we work together with our partners in addressing the recommendations. Members agreed to receive further information on the Pitt Review recommendations at this meeting.
- 1.3. Following a motion at full Council on 28 July 2008, the Cabinet Scrutiny Committee received a report from the Head of Emergency Planning on 20 January 2009 which highlighted the key issues for Norfolk Resilience Forum and the County Council's related emergency planning roles (see Appendix B). The Committee agreed that a full follow-up report be brought to its meeting on 19 May 2009.
- 1.4. In addition to the above, the Fire and Community Protection Overview and Scrutiny Panel have a Scrutiny Working Group looking at the 'approach to flooding incidents in Norfolk'.

2. The Pitt Review

- 2.1. The Pitt Review, an independent review of the multi-agency response and recovery to the summer floods in 2007, was concluded in 2008 and called for fundamental changes in the way the country is adapting to the likelihood of more frequent and intense periods of heavy rainfall. Government's response to this was published in December 2008, with support for all of the 92 recommendations and outlined how it would be taken forward.

- 2.2. Several of the recommendations will require a change in legislation to fully implement and the vehicle for this is the Floods and Water Bill. The joint letter from DEFRA and DCLG sets out the work that is being undertaken to support a new leadership role for local government in local flood risk management along with the plans for legislation changes to support this.
- 2.3. One of the most important recommendations requiring legislation is the view that unitary and county local authorities would lead on the management of local flood risk, including the establishment of partnerships and building on their leadership role in Local Area Agreements and key areas of operational and strategic expertise.
- 2.4. It is proposed that County and Unitary authorities should take responsibility for adopting "Sustainable Drainage Systems" (SUDS) in public areas, although it is not yet clear how this may work in practice.
- 2.5. At present surface water and groundwater flooding currently have no responsible authorities, so it is expected that local authorities will prioritise the management of these types of flooding. The Government has, thus far, made available £5m to fund the development of the first tranche of Surface Water Management Plans, with more to follow in 2009/10, all in advance of the proposed legislation.
- 2.6. Further background information on the Pitt Review, and the Council's emerging response to certain aspects, is included in Head of Emergency Planning's report to Cabinet Scrutiny Committee (see Appendix A).

3. Implementing the recommendations

- 3.1. A table listing the relevant recommendations we need to take forward (14-20 and 90-91), with our partners, and progress against them is included at Appendix C – this covers the recommendations which are Local Authority led and those where NCC has key involvement through the Local Resilience Forum. A large number of these recommendations are currently being taken forward by NCC's Emergency Planning Unit, with the remainder being looked at by P&T.
- 3.2. The drainage protocol will have particular significance in implementing recommendations 14 and 15:
- Recommendations 14 - Local authorities should lead on the management of local flood risk, with the support of the relevant organisations.
 - Recommendation 15 – Local authorities should positively tackle local problems of flooding by working with all relevant parties, establishing ownership and legal responsibility.

The Protocol will be a key document in underpinning the leadership role that the County Council will have, in partnership with other agencies, to ensure that all relevant partners are engaged in developing and implementing a local strategy for flood risk management. The lead role will be detailed within legislation as part of the new Floods and Water Bill.

- 3.3. The draft of this Bill is due Spring 2009 but final introduction depends on the parliamentary timetable. It will be accompanied by an Impact Assessment to identify the potential costs of implementing the changes to roles and responsibilities of relevant organisation, including local authorities and will also look at potential funding.
- 3.4. Until the draft Floods and Water Bill is published it is difficult to determine precisely what additional duties will be placed on local authorities or how Norfolk's current Drainage Protocol will need to be amended. In the meantime, we are engaging with district councils to ascertain who will be taking a lead on drainage issues in their authorities, so that we can quickly bring the relevant people together to progress issues, when needed.
- 3.5. It is anticipated that we will shortly know which authorities are expected to form the 2nd tranche to prepare Surface Water Management Plans and learn the lessons from the pilot authorities. Funds are expected to be made available to deliver this work and, once the plans are in place, local authorities can bid for grants to deliver priority actions, with an additional £15m being made available up to March 2011 over the next 2 to 3 years. At this stage we are awaiting guidance from the government on how we can bid for this funding and when we know how too, we will ensure that we bid for funds to help us deliver the Pitt actions.
- 3.6. County and Unitary authorities are being asked to develop the approach they intend to take in forming partnerships to deliver their anticipated responsibilities stemming from the Pitt Review. Discussions are beginning on this, in anticipation of responding to Government in April this year, including highlighting any barriers to progress.
- 3.7. Overall, it is clear that the County Council will be expected to fulfil key leadership responsibilities and an analysis of the scope and timescales associated with this has begun. With responsibilities and reporting arrangements / scrutiny currently being addressed in several areas (Fire & Protection Overview & Scrutiny Panel, Cabinet Scrutiny Committee and this Panel), it is important that a unifying approach within the County Council is taken to ensure that flooding and water management are analysed holistically within the authority and between its key partnerships. The Overview and Scrutiny Strategy Group discussed this issue at their meeting on 11 February and agreed that Pitt report related scrutiny should be led by the Cabinet Scrutiny Committee, but that PTEW and F&CP Panel should be kept engaged.

4. **Resource Implications**

- 4.1. **Finance** : Until the scope of the Flood & Water Bill is known, we will not know what the likely additional resources will be and what other costs NCC might incur and be required to fund. As stated there will be a potential to bid for project funds and it is anticipated that the existing county council's annual funding will be increased to cover any additional revenue costs.

4.2. **Staff** : Existing staff resources are being used to develop the recommended partnership approach. Additional resources will be needed to deliver the Surface Water Management Plan(s), principally derived from new Defra funding to local authorities. There are likely to be considerable resource implications for NCC in fully implementing the Pitt Review. At this stage it is unclear what this resource will be and when it will be required.

4.3. **Property** : None.

4.4. **IT** : None at this stage. Sharing and analysis of data between organisations will require resources in due course.

5. **Other Implications**

5.1. **Legal Implications** : None.

5.2. **Human Rights** : None.

5.3. **Equality Impact Assessment (EqIA)** : This report is not directly relevant to equality, in that it is not making proposals which will have a direct impact on equality of access or outcome. The implementation of the recommendations from the Pitt report could bring some benefits, in terms of equality of access, and the impact of this will be reviewed as part of the implementation.

5.4. **Communications** : None.

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

6.1. N/A.

7. **Conclusion**

7.1. NCC is progressing well on the majority of the actions which we currently have the responsibility to lead. However, we need to wait until the draft Floods and Water Bill Act is published in the Spring 2009 to know how we should progress on the remaining recommendations. Similarly, timescales and funding for the next tranche of Surface Water Management Plans is not yet clear. This also applies to the Drainage Protocol, where we anticipate the draft Bill will detail how we can enhance our working with our partners in the districts, drainage boards and Environment Agency. It is also hoped that guidance will also be forthcoming on funding potential for the authority to enable us to progress the early local authority actions. In the meantime it is important for the County Council to co-ordinate its internal and external operations affected by the Pitt Review and provide an holistic and strategic response. An Officer Working Group will be established to ensure that this internal co-ordination happens.

Action Required

- (i) Members are asked to note the progress that has been made in progressing the Pitt recommendations. Further work will need to be done once the new Floods and Water Bill is published, and it is proposed to report on this later this year.

Background Papers

The Pitt Review Final report – 2007 - see

<http://archive.cabinetoffice.gov.uk/pittreview/thepittreview.html>

The Government's response to the Pitt Review – December 2008 - see

www.defra.gov.uk/enviro/fcd/floods07/Govtresptopitt.pdf

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The Rt Hon Hilary Benn MP
Secretary of State for
Environment, Food and Rural Affairs

The Rt Hon John Healey MP
Minister for Local Government

Dear Council Leader

IMPROVING LOCAL LEADERSHIP FOR FLOOD RISK MANAGEMENT

Summary

This letter draws your attention to the Government response to the Pitt Review of the Summer 2007 floods. In particular it sets out the work we are undertaking to support a new leadership role for local government in local flood risk management. Legislation to underpin this new role, and for those with whom local authorities will need to work closely, is in the pipeline; we intend to consult on a draft Bill next Spring. We are, however, providing funding for local authorities to take action in advance of legislation. This funding will enable those local authorities most at risk of flooding to begin work straight away to build local partnerships, recognising that in doing so there are substantial benefits to be gained from fewer flooding incidents and less severe consequences if flooding does happen.

Early action to assess local capabilities, and build local partnerships, would also help ensure that authorities are fully geared up for their new roles. The current planning system provides for local planning to be underpinned by Strategic Flood Risk Assessments; ensuring that effective risk assessments of this kind are in place will provide a strong basis for assessing future priorities and shaping action. In line with the Government's new burdens doctrine, the net additional cost for local authorities (including police and fire authorities) will be fully funded, with additional money being made available on top of the funds for local flood risk already provided within the current three-year local government finance settlement. The transfer of responsibility for private sewers which relates to recommendations in the Pitt Review was announced on Monday 15 December.

Introduction

The Government's response to Sir Michael Pitt's Independent Review of the Summer 2007 floods was published on 17 December. Please see the webpage: <http://archive.cabinetoffice.gov.uk/pittreview/thepittreview.html>. The Government supports changes in response to all of Sir Michael's recommendations and we have published an action plan for Government, local authorities and others to implement these recommendations. Taken together, these measures will help ensure that as a country we are much better prepared for flooding than we were in Summer 2007, with greatly improved and more comprehensive arrangements in place for flooding before, during and after it happens.

Arrangements are being put in place to monitor delivery of the Action Plan. This will include six-monthly assessments of progress beginning in June 2009; and a new Cabinet Committee on Flooding to drive forward the improvements in flood planning. Sir Michael Pitt and the Local Government Association will be invited to attend meetings of this Committee as appropriate. Sir Michael will also publish his own assessment of progress. The Government has committed to publish for consultation and Pre-Legislative Scrutiny a draft Floods and Water Bill, in Spring 2009, to implement relevant recommendations from the Pitt Review. This will provide a full opportunity for Parliament, and all other interested parties, to comment on the proposals in advance of the final Bill being introduced in a future Legislative Session.

Local authority roles in flood risk management

Sir Michael recommended, and we agree, that local authorities should have a local leadership role for flood risk management. This includes ensuring that flood risk from all sources, including from surface run-off, groundwater and ordinary watercourses, is identified and managed as part of locally agreed work programmes. This enhanced role for local authorities, leading new local partnerships, will be pivotal to success of the much stronger and more comprehensive approach to flood risk management that we want to achieve following Pitt.

The responses to Pitt's Recommendations 14-20, and 90-91, set out the roles that we wish local authorities to play in future. Please see link: <http://www.defra.gov.uk/environ/fcd/floods07.htm>

Local authorities' responsibilities for flood risk management locally will complement the national strategic overview role that the Environment Agency will have for understanding and assessing risk from all forms of flooding and coastal erosion as well as taking the lead in delivering work to manage risk from coastal erosion and of flooding from main rivers and the sea. The Agency will be there to support local authorities in their new role, and are developing tools and methods for mapping and managing flood risk for the benefit of everyone. The Agency is also enhancing their forecasting and warning capabilities, together with the Met Office, to look at flooding from all sources.

Sir Michael makes it clear that success will depend on greater coordination and cooperation between local partners. The Government believes that our aims of improved local flood risk management will be best met if new partnership arrangements are established to bring together county, unitary and district authorities, the Environment Agency, water companies and sewerage undertakers and other players including internal drainage boards to work together to secure effective and consistent management of local flood risk in their areas. It will be

important that these partnerships are underpinned by a new duty on all partners to co-operate and share information. We would expect these organisations to work together to decide the best arrangements for delivery on an area by area basis, taking account of their current roles and capacities. Local authorities working together will have specific responsibilities for effective management of local flood risk from surface water run-off, groundwater and ordinary water courses.

It is important that there is clarity about accountability. We have accepted Sir Michael's recommendation that county and unitary authorities should have the leadership role in these partnerships. We propose they should take responsibility for ensuring that all relevant partners are engaged in developing a local strategy for flood risk management and securing progress in its implementation. They should be responsible for ensuring that effective arrangements are in place and able to answer questions from their public on the decisions made and action taken. This will build on the leadership role of county and unitary authorities in Local Area Agreements, and will allow them to develop centres of engineering and flood risk expertise alongside their existing highways functions, providing support to other partners and promoting collaboration across the whole area.

Local planning authorities (district and unitary councils) have a key role with their land use planning functions in ensuring that effective Strategic Flood Risk Assessments, as required by Planning Policy Statement 25 (PPS25), guide the location of future development (Recommendation 7). They will also continue to be responsible for the management of ordinary watercourses (as will internal drainage boards where they exist), as part of locally agreed programmes for flood risk management.

The new partnership arrangements will support greater collaboration in flood risk assessment and development of management plans, and sharing of expertise, supporting strategic engagement with the Environment Agency and water and sewerage companies and other stakeholders. We will be consulting further on how these new arrangements will work, in particular how we can best build effective partnerships and delivery, and support collaboration in two-tier areas.

It is important to stress that we do not wish to impose a "one-size-fits-all" approach to the way partnerships are developed and managed. All partners are asked to consider and agree how best to work together to manage the different sources of flooding in their area. For instance, county councils might want to develop collaborative arrangements with districts across the county area to support an effective county wide Strategic Flood Risk Assessment. A county council might want to arrange for district councils or IDBs to manage local drainage on their behalf. A county and district might want to work together on an effective surface water management plan for a high risk community. Other councils might want to join forces to manage flood risk across wider boundaries. For example, it might be more effective, organisationally and economically, if adjacent unitary authorities decide to join together (or join up with an adjacent county authority) to manage the risk across a wider area.

As part of their local leadership role, under the proposed legislation, we would also want local authorities to agree a strategic approach to managing local flood risk in their areas, and develop work programmes which set out publicly and clearly how and by whom the risks will be managed. This would include working with all parties to establish ownership of drainage systems and watercourses, their condition, and any legal responsibility that attaches to such ownership (Recommendations 15 and 16). To support local authorities in their role we intend introducing a requirement on all parties to co-operate and share information (Recommendation 17).

In line with recommendation 18, local authorities will have a particular role to play in filling the current gap which exists for managing flood risk from surface water (and groundwater). Surface water management plans (SWMPs) will assess and manage these risks and guidance on their preparation will shortly be published by Defra. Defra has announced funding for an initial series of 6 SWMPs, with more to follow.

Clear arrangements should be put in place to encourage the development, implementation and future maintenance of sustainable drainage systems (SUDS) in public areas (in line with Recommendation 20). While we propose that county and unitary authorities should take formal responsibility for adopting such SUDS, they could use normal delegation arrangements to agree appropriate funding and maintenance with other bodies. Further discussions with stakeholders are taking place on these issues in advance of the draft Floods and Water Bill.

On funding more generally, Government agrees with Sir Michael that given the significant local private benefits of better flood risk management, local communities should be able – and should be encouraged – to fund local priorities that cannot be afforded by the Exchequer. Our response to Recommendation 24 sets out our intended direction, with county and unitary authorities well-placed to help decide whether local priorities should be funded, and if so, how to raise the necessary sums, subject to normal constraints on excessive council tax increases. Local authorities and communities already have a range of options available to them to supplement national funding for flood and coastal erosion risk management, to help pay for local schemes that do not meet national priorities but would nevertheless deliver significant direct benefits to local communities in terms of property values, insurance availability and in terms of economic and environmental sustainability.

Recovery

In relation to recovery, many of the recommendations in the Pitt Report reflect current best practice and have already been reflected in the National Recovery Guidance, which was published by Cabinet Office in October 2007. In Recommendation 81, Sir Michael recommends that there should be an agreed framework, including definitions and timescales, for local-central recovery reporting. The Government supports this recommendation and work is underway to develop a reporting framework setting out the information required, and how it might be obtained. We recognise that reporting requirements will need to be flexible, to enable additional information to be collected depending on the particular nature of the incident and operational needs, particularly at the local level. The framework will be developed with other relevant government departments and the LGA. Consultation on the framework will take place as part of the revision of the Emergency Response and Recovery Guidance, due to take place in early 2009.

We agree with recommendation 83 that *'local authorities should continue to make arrangements to bear the cost of recovery for all but the most exceptional emergencies, and should revisit their reserves and insurance arrangements in the light of last summer's floods'*. The Chartered Institute of Public Finance and Accountancy (CIPFA) have now updated and published their guidance to provide clarity to local authorities on the need to review and assess all financial risks.

Oversight

The Government's response to Recommendations 90 and 91 set out how we believe these arrangements should be monitored and overseen. Clearly, as local authority functions, they will come under the council's existing overview and scrutiny committee arrangements and councils will wish to consider how scrutiny arrangements can best consider flooding issues. This may involve establishing a separate scrutiny committee or integration into existing scrutiny structures as appropriate. To support the overview and scrutiny, we shall consider whether other bodies involved in flood risk management should be under an obligation to co-operate and share information with scrutiny committees, in parallel with the obligation to support local authorities under Recommendation 17. We are also encouraging local authorities to produce annual reports on their actions to manage local flood risk. We will consider whether such reports should be a statutory duty, and what arrangements might be put in place for the reports being peer reviewed and views fed back.

Transfer of responsibility for private sewers to water companies

The Government has also announced the intention to transfer ownership of existing private sewers and lateral drains that drain to public sewers, to the nine statutory Water and Sewerage Companies (WaSCs) operating in England. We intend that this will take effect from April 2011. The burden of these responsibilities currently fall primarily on individuals (most of whom have no idea that they might be liable) but local authorities frequently get involved (and incur expenditure) in remediation work, resolving disputes and providing advice. Local authorities (and others, including the Association of British Insurers) have strongly supported this transfer in the consultations to date. We will also take action to prevent a new stock of private sewers growing to replace the transferred existing stock, by requiring that in future all new sewers and laterals that connect to the public system should automatically come under the WaSCs.

Floods and Water Bill

As summarised in this letter and in the more detailed response to the Pitt Review, we wish local authorities to play a significantly greater role in the future management of local flood risk. The draft Floods and Water Bill, which we will publish next Spring for consultation, will set out the powers and duties that we consider all relevant organisations should have for managing flood and coastal erosion risk. We want to put in place arrangements that are fit for the 21st Century, but which still reflect and respect the roles, responsibilities and capabilities of the organisations currently involved.

Publication of the draft Bill will allow Parliament, and the wider public, to consider and comment on the proposals. We will consider all comments in developing the final Bill for introduction to Parliament; timing of the Bill will depend on the Parliamentary timetable. As with the non-legislative actions arising out of the Pitt Review, these new statutory functions will be fully and properly funded to ensure there is no additional pressure on council taxpayers.

Funding for the new local leadership role

Local authorities are already funded to manage local flood and coastal erosion risk. In addition to historically high levels of spend, the local government settlement for the current spending review period foresaw the need for local authorities to spend increasing amounts in this area. Local authorities also stand to save financially from taking a proactive stance on local flood

risk, through fewer flooding incidents and bearing less severe consequences. The expected savings in insurance premiums and local authority response and recovery costs can be reinvested in further reducing the risk of local flooding.

But the scale and importance of the new role is such that further funds are to be made available to local authorities. As mentioned above, an initial 6 local authorities are to receive funding to prepare surface water management plans straight away. A further exercise of this kind amongst the highest priority areas will be run in 2009/10, with the aim of bringing the total number of local authorities with surface water management plans to at least 50 by the end of 2010. Once SWMPs are in place, local authorities will be invited over the current spending period to bid for additional funds to take forward priority actions within SWMPs, and to help support other local authority capital costs in taking forward the Pitt recommendations. An additional £15m in total will be delivered to local authorities between now and March 2011.

From April 2011, local authorities are expected to benefit substantially from savings arising from the transfer of private sewers to the WaSCs referred to above. Local authority expenditure released by the transfer, together with savings from better local flood risk management and the increased baseline in local floods spend available within the formula-based grant, is expected to contribute significantly to the additional activities that local authorities will be required to perform. As the Floods and Water Bill progresses, Government will keep under review the new burdens being implied by the Bill for local authorities and will ensure that the net additional cost remains fully funded.

Next steps

Flooding is an ever-present risk; and, with climate change, a growing one. The Government therefore considers that appropriate action must be taken without waiting for the Floods and Water Bill. Specifically we are increasing funding in the current spending review period (to 2010/11) for local authorities to take action in accordance with the future roles and responsibilities as set out in this letter and the more detailed response to the Pitt Review. This includes councils:

- assessing and building your technical capacity (in line with Recommendation 19);
- starting to build the partnerships with all relevant local bodies;
- ensuring that effective Strategic Flood Risk Assessments are in place as required by PPS25;
- setting in place arrangements for understanding and managing local flood risk from all sources; and
- developing Surface Water Management Plans in high priority areas where funding is available

The Environment Agency will provide support to councils and will be one of the key partners with whom you will want to engage. We will also be writing separately to internal drainage boards, water companies and the Highways Agency to ask them to support you in this work.

In April 2009 we will be asking county and unitary authorities about the approach they intend to take; whether they have been able to make progress with partners; whether there are any barriers to progress that they need help in overcoming; and whether they are getting the necessary support from other partners in advance of the proposed powers and duties that we aim to introduce through the Floods and Water Bill.

We are copying this letter to your council's Chief Executive and to Chairs of the local Fire and Police Authorities.

HILARY BENN

JOHN HEALEY

Report on
The Pitt Review

Report by
Head of Emergency Planning

This report looks at the current situation with regard to the recommendations put forward by Sir Michael Pitt in his review of the multi-agency response and recovery following the flooding in June and July 2007.

1 Introduction

- 1.1 As a result of the summer floods in June and July 2007 the Government called for an independent review of the multi-agency response and recovery to be carried out under the leadership of Sir Michael Pitt. On the 25 June 2008, Sir Michael Pitt's Final Independent Report into the 2007 summer floods was published. The report called for urgent and fundamental changes in the way the country is adapting to the likelihood of more frequent and intense periods of heavy rainfall. The report has a number of challenging recommendations for all Government agencies, Local Authorities and other organisations. A formal Government response to the Pitt Review was published in December 2008, in which the Government stated its support for the changes in response to all of the recommendations and outlined the progress with and future delivery of the Pitt Review's 92 recommendations.
- 1.2 As well as the Pitt Review Norfolk County Council has had further recommendations to implement based on the outcomes from the Norfolk Resilience Forum (NRF) exercise on flooding (Exercise Pontus) which took place in September 2007 and also the outcomes from the Norfolk Tidal Surge Incident of November 2007. Some of the recommendations from these events focused on the need for improved community engagement, a major review of flood/rest centre/media plans, staffing levels and training, rest centre and other resources and the need for incident management software and resources to better aid the multi agency management and control of major incidents.
- 1.3 The aim of this report to Cabinet Scrutiny is to highlight the current situation with regard to implementing the above outcomes, possible new legislation and issues for Norfolk County Council and the Norfolk Resilience Forum (NRF).

2 Background

- 2.1 The flooding that occurred during the summer of 2007 was exceptional and regional scale flooding occurred in Gloucestershire, Oxfordshire, Yorkshire and Humberside. It was the wettest summer since records began, with extreme levels of rainfall compressed into relatively short periods of time. A wide area of the country was affected and 55,000 properties were flooded. Around 7,000 people were rescued from the floodwaters by the Emergency Services and 13 people died. There was also the largest loss of essential services since World War II, with almost half a million people without mains water or electricity. Transport networks failed, a dam breach was narrowly averted and emergency facilities were put out of action. The insurance industry expects to pay out over £3 billion with other substantial costs being met by Central Government, local public bodies, businesses and private individuals.
- 2.2 While fatalities and casualties were small in number, given the scale of the emergency, it is regarded as something of a near miss as utility failures would have greatly added to the impact and the consequences would have exceeded the resources available to responders.
- 2.3 It did not end with the summer, as Norfolk faced a potentially catastrophic tidal surge on the 8 and 9 November 2007. Although the surge subsided due to a last minute change in the weather, it did result in the evacuation of residents and hospitals as well as the closure of roads and the main rail line in to Great Yarmouth. As with the summer floods, it should be regarded as a near miss, as had the weather conditions not changed the result would have been worse than the floods of 1953.
- 2.4 **Pitt Review:** On the 25 June 2008 the Pitt Review published its final report, which included 92 recommendations. Pending the Government's response to the final report, work commenced on many of the recommendations and Norfolk County Council, working closely with partner agencies through the NRF, such as the Environment Agency (EA), district local authorities and the Emergency Services, took many of the recommendations forward. These include:
- Review and update of Rest Centre Plans as well as looking at rest centre locations and resources
 - Review and update of the Strategic and Tactical Flood Plans as well as operational community based plans
 - Review and update of the Norfolk Emergency Response and Recovery Strategy (NERRS – formally the NERS)
 - Review and update of the Norfolk Emergency Media Plan

- Development of a Community Engagement Strategy.
 - Planning & Transportation update of an agreed “Statement of Common Policy – Land Drainage in Norfolk”.
 - Bidding for funding and tendering for incident management software, as well as further enhancements to emergency response facilities, including communications.
 - Engagement with the EA and Met Office in trialing improved weather warning systems as well as engagement with the EA on surface water flood mapping.
 - Further development of the already existing mutual aid agreements with surrounding authorities.
 - Providing guidance and support in connection with Planning Policy Statement 25 (PPS25).
 - Work on climate change planning.
 - Work on flood risk management planning.
 - Norfolk Fire & Rescue Service reviewing flood rescue capabilities.
- 2.5 It is worth noting that several of the recommendations with regard to good practice in planning and procedures for resilience forums and emergency planning were already standard practice within Norfolk.
- 2.6 In December 2008, the Government published its response to the report and outlined how it would be taken forward. The Government supports changes in response to all 92 of the Review’s recommendations. Several of the recommendations will require a change in legislation to fully implement and the vehicle for this is the Floods and Water Bill. The draft Bill will be accompanied by an Impact Assessment to set out the costs of implementing the changes to roles and responsibilities of relevant organisations and the Government has stated that any net new burdens on Local Authorities (LA) will be fully funded. Some of the additional key issues for Norfolk following the publication of the Government’s response are:
- Local authorities will be taking on a leadership role, responsible for ensuring that arrangements are in place to assess and manage flood risk, from all sources, in their areas. The aim is to create clear accountability for local flood risk management – in two tier council areas responsibility will rest with the County Councils although working with local partners to best use existing capabilities and knowledge. The EA will support the County in this role and there will be a duty on all relevant organisations to cooperate and share information.
 - As part of the leadership role all upper tier local authorities should establish Oversight and Scrutiny Committees to review

work by public sector bodies and essential service providers in order to manage flood risk.

- A National Resilience Forum is to be created and invitations to attend will be sent out early 2009 with its first meeting taking place the first half of 2009. It is not clear who will be invited.
- A National Flood Emergency Framework is to be prepared with regional consultation events taking place by 31 March 2009 for implementation by 30 June 2009 and testing through a national exercise in early 2011. This may require a review of Norfolk flood planning.
- The Government is developing a checklist to assess the effectiveness of emergency facilities such as IT and communications which will form an “expectation set” – this set as well as operational expectations will be launched January/February 2009. This could raise funding issues to ensure that Norfolk facilities meet expectation.

2.7 With regard to funding the recommendations there will be £15m from the Pitt fund and £12m over 09/10 to 10/11, to deliver local authority leadership on flood risk management in the 50 highest priority areas; including surface water management plans, tackling of surface water problems, mapping of drainage assets, and oversight and maintenance of sustainable drainage systems (SUDs) for new housing, etc.

2.8 **Floods and Water Bill:** Several of the recommendations require a change in legislation to amend and better clarify roles and responsibilities with regard to floods and drainage. The aim of the Floods and Water Bill is to revise, modernise and consolidate existing legislation covering flooding, land drainage, coastal erosion and reservoir safety. It will also update the Water Resources Act 1991 and the Water industry Act 1991. This work on new legislation is in connection with the Pitt Review’s call for “*a single unifying Act that addresses all sources of flooding, clarifies responsibilities and facilitates flood risk management*”.

2.9 The draft Floods and Water Bill is due Spring 09 but final introduction depends on the parliamentary timetable. The Government will be writing to LA Chief Executives and others by 31 December 2008 to encourage them to begin making the necessary plans for taking recommendations forwards within the current legislative and administrative structures. Action by LAs following the letter will be monitored and appropriate further measures taken to support early progress.

3 Suggested Approach

3.1 Work is ongoing to implement and take forward the many Pitt review recommendations in relation Norfolk County Council and the NRF.

3.2 This includes:

- The review of district tactical flood plans is on target for completion to enable assessment by the Environment Agency along with the operational community/parish plans for areas most at risk. The new plans meet the requirements of the Defra model and other counties are using the Norfolk model in their planning.
- A Community Engagement Strategy has been produced and several events have been organised to help promote emergency planning, business continuity and resilience, including presentations to parish councillors, flood awareness events in conjunction with the EA throughout the County and a multi-agency Emergency Awareness event being organised by County at the forum in March.
- The Norfolk Emergency Media Plan and NERRS have been updated in line with the outcomes of recent exercises, incidents and the Pitt Review.
- Recruitment and training of additional Emergency Support Staff.
- Closely working with the EA and other agencies on Strategic Flood Risk Assessments, Surface Water Management Plans and Reservoir Inundation Plans.
- Understanding and managing local flood risk from all sources and looking at the technical capabilities of County, the NRF and other partners to deal with flooding incidents.
- Partnerships are being built upon especially with the utility companies, such as Anglian Water, to better improve Norfolk resilience to flooding.
- Implementation of incident management software and a review of facilities and communications.
- Engaging with the BBC's "What If...." Campaign to help promote community and self-resilience.

3.3 With changes in guidance, closer monitoring of progress by the Government, improvements to communications, greater community engagement, planning and exercise the workload of the Emergency Planning Unit is likely to increase. This additional burden will need to be staffed. Other areas of Norfolk County Council, in particular P&T, will also be impacted and may need additional staff and resources to fill any gaps in technical capacity.

3.4 In 2009 the NRF will be carrying out a flooding based exercise. It will be based round a set of templates which can be taken to each district to adapt them for their own specific issues such as coastal, tidal river etc.

4 Resource Implications

- 4.1 **Finance:** The work of the Pitt Review may well have a financial impact on the Authority, but it is too early, at this stage, to give an accurate assessment of what this may be.
- 4.2 **Staff:** The work of the Pitt Review could possibly have an impact on the Authority, but it is too early, at this stage, to give an accurate assessment of what this may be.
- 4.3 **Property:** Until the Pitt Review recommendations have been thoroughly investigated it is not yet possible to assess whether there are any property implications.
- 4.4 **IT:** None

5 Other Implications

- 5.1 **Legal Implications:** Until the Pitt Review recommendations have been thoroughly investigated it would not be prudent comment as to whether there are any legal implications. The future Floods and Water Bill may include legislative responsibilities for the Authority, however, until the Bill is law, comment cannot be made.
- 5.2 **Human Rights:** None.
- 5.3 **Equality Impact Assessment (EqIA):** None.
- 5.4 **Communications:** The work of the Pitt Review will undoubtedly have an impact on the Authority, but it is too early, at this stage, to give an accurate assessment of what this may be.

6 Section 17 – Crime and Disorder Act

- 6.1 The report does not have any direct implications.

7 Conclusion

- 7.1 The Pitt Review makes several recommendations that will affect the work of Norfolk County Council and impact upon service areas. Some of the work will simply require a change in policy or procedure while others will require additional resources, including staff, to manage projects and maintain long-term flood risk management and planning.
- 7.2 Even where the recommendations are not directed at the local authority they still in the most part require support from the Council in the provision of information, partnership working and resource planning.
- 7.3 It is difficult at this stage to show an indication of actual cost but work is already being progressed by several agencies and Norfolk County Council is involved in various areas of work; such as the

local resilience forum flood planning, Environment Agency (EA) reservoir reviews, EA & Met Office trial of improved weather warning systems, EA work on surface water flooding and Regional & County Flood Management Planning.

- 7.4 The summer 2007 floods and subsequent Pitt Review have raised the profile of local authority emergency planning and business continuity arrangements as well as highlighting the importance of planning legislation and its enforcement to manage flood risk. In part, due to the issues around the recent floods, the Government is introducing a far more robust regime of auditing and penalties around emergency planning and business continuity and is looking at strengthening the Civil Contingencies Act.
- 7.5 The Scrutiny Group is asked to note the contents of this report and to receive a further report in May 2009.

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If you need this report in large print, audio, Braille, alternative format or in a different language please contact John Ellis on 01603 222014 or Textphone 0844 8008011 and we will do our best to help.

Pitt Review Report – Current Status within Norfolk (December 2008)

Rec No	Final Recommendations LOCAL AUTHORITY LEAD	Current Status
7	There should be a presumption against building in high flood risk areas, in accordance with PPS25, including giving consideration to all sources of flood risk, and ensuring that developers make a full contribution to the costs both of building and maintaining any necessary defences.	There are no proposed changes to PPS25. It should be more rigorously applied by LA Planning Departments. PPS25 already requires developers to fund flood defence and mitigation works that are required. Guidance is already available.
12	All local authorities should extend eligibility for home improvement grants and loans to include flood resistance and resilience products for properties in high flood-risk areas.	Government launching a Property-level Flood Protection Grant scheme for which LA will bid to the EA. Currently at least £5 million has been allocated to cover home flood survey and flood protection measures. Expected to cover 1,000 homes over the next 2 years.
13	Local authorities, in discharging their responsibilities under the Civil Contingencies Act 2004 to promote business continuity, should encourage the take-up of property flood resistance and resilience by businesses.	Already being done through the promotion of business continuity by NCC, in conjunction with NORMIT. A number of community engagement events have been organised to raise the awareness of self-resilience.
14	Local authorities should lead on the management of local flood risk, with the support of the relevant organisations.	County and Unitary authorities will have a leadership role in partnership with other agencies, ensuring that all relevant partners are engaged in developing and implementing a local strategy for flood risk management. Primary legislation will be required, which will be part of the Floods and Water Bill**
15	Local authorities should positively tackle local problems of flooding by working with all relevant parties, establishing ownership and legal responsibility.	Within Norfolk the County Council, District Councils, Environment Agency and Internal Drainage Board currently work together to resolve drainage issues using the agreed “Statement of Common Policy – Land drainage in Norfolk” referred to as the Drainage Protocol. In line with recommendation 14, LAs will have a lead role and legislation is to be part of the Floods and Water Bill**.

Pitt Review Report – Current Status within Norfolk (December 2008)

Rec No	Final Recommendations LOCAL AUTHORITY LEAD	Current status
16	Local authorities should collate and map the main flood risk management and drainage assets (over and underground), including a record of their ownership and condition.	<p>This work is being linked to recommendation 14 and the Floods & Water Bill**.</p> <p>This is a large undertaking to map all the flood risk management and drainage assets. It will require increased resources, including finance, which we presently do not have. It is not clear as to the level of funding that may be available but indication is that finance may be available through the impact assessment of the Floods and Water Bill**.</p>
18	Local Surface Water Management Plans, as set out under PPS25 and coordinated by local authorities, should provide the basis for managing all local flood risk.	<p>Defra is currently developing guidance due to be published in January 2009. Links to recommendation 14 and the Floods and Water Bill**.</p> <p>Early action being encouraged via £5 million funding for priority SWMPs over next 3 years. Locations announced December 2008 based on organisations' expression of interest to participate.</p>
19	Local authorities should assess and, if appropriate, enhance their technical capabilities to deliver a wide range of responsibilities in relation to local flood risk management.	<p>NCC has drainage skills for scheme design however there are no flood risk management experts within the Council.</p> <p>Links to recommendation 14 and the Floods and Water Bill**. LAs to make preparations for new local flood risk management role and LA C/Exs will be written to encouraging them to assess capability and take on role ahead of legislation.</p>
38	Local authorities should establish mutual aid agreements in accordance with the guidance currently being prepared by the Local Government Association and the Cabinet Office.	Norfolk Emergency Planning has a mutual aid agreement with surrounding authorities in connection with emergency response and these will be further developed in line with national guidance, the final version of which is due December 2008.
41	Upper tier local authorities should be the lead responders in relation to multi-agency planning for severe weather emergencies at the local level and for triggering multi-agency arrangements in response to severe weather warnings and local impact assessments.	Currently in place in Norfolk, working partnership with members of the Norfolk Resilience Forum. The Government feels this should be adopted locally as will be viewed as good practice in guidance.

Pitt Review Report – Current Status within Norfolk (December 2008)

Rec No	Final Recommendations LOCAL AUTHORITY LEAD	Current status
66	Local authority contact centres should take the lead in dealing with general enquiries from the public during and after major flooding, redirecting calls to other organisations when appropriate.	Currently an accepted practice within Norfolk County Council and the Norfolk Resilience Forum. Government supports the practice with of course the caveat that flexibility based on the situation is important.
68	Council leaders and chief executives should play a prominent role in public reassurance and advice through the local media during a flooding emergency, as part of a coordinated effort overseen by Gold Commanders.	Accepted practice in Norfolk. Training is available for those who would be involved. Guidance will be included as part of the update to “emergency Response and Recovery” due in Spring 2009.
74	The monitoring of the impact of flooding on the health and well being of people, and actions to mitigate and manage the effects, should form a systematic part of the work of Recovery Coordinating Groups.	Accepted practice in Norfolk. Included in current plans. Department of Health working on a review. STAC is seen as providing advice to the RCG (and relevant sub-groups). CCS will lead on ensuring national guidance is clear.
76	Local authorities should coordinate a systematic programme of community engagement in their area during the recovery phase.	The response and recovery plans within Norfolk highlight the need for community engagement in recovery (the publication of the updated Norfolk Emergency Response and Recovery Strategy is December 2008).
77	National and local Recovery Coordinating Groups should be established from the outset of major emergencies and in due course there should be formal handover from the crisis machinery.	This is highlighted within our Norfolk Emergency Response and Recovery Strategy and is accepted as best practice within the County. <i>The revised Central Government Arrangements for Responding to an Emergency – Concept of Operations</i> document is due to be published in early 2009.

Pitt Review Report – Current Status within Norfolk (December 2008)

Rec No	Final Recommendations LOCAL AUTHORITY LEAD	Current status
78	Aims and objectives for the recovery phase should be agreed at the outset by Recovery Coordinating Groups to provide focus and enable orderly transition into mainstream programmes when multi-agency coordination of recovery is no longer required.	This is a requirement of current emergency planning arrangements within the County and guidance is given in the Norfolk Emergency Response and Recovery Strategy 2008.
83	Local authorities should continue to make arrangements to bear the cost of recovery for all but the most exceptional emergencies, and should revisit their reserves and insurance arrangements in light of last summer's floods.	Arrangements are in place within authorities to identify money spent during an emergency. The Chartered Institute of Public Finance and Accountability (CIPFA) issued revised guidance via their website on the 19 th November 2008.
85	Local Recovery Coordination Groups should make early recommendations to elected local authority members about longer-term regeneration and economic development opportunities.	This is covered within our Norfolk Emergency Response and Recovery Strategy.
90	All upper tier local authorities should establish Oversight and Scrutiny Committees to review work by public sector bodies and essential service providers in order to manage flood risk, underpinned by a legal requirement to cooperate and share information.	Norfolk County Council Fire & Community Protection Review Panel has a Scrutiny Group currently looking at Norfolk's response to flooding. The Health Act 2007 provides requirements for some bodies to be co-operate with overview and scrutiny committees which may be built on to require involvement from other agencies. Also linked to the Floods and Water Bill**.
91	Each Oversight and Scrutiny Committee should prepare an annual summary of actions taken locally to manage flood risk and implement this Review, and these reports should be public and reviewed by Government Offices and the Environment Agency.	GO-East has the national lead on flooding issues. The Head of Emergency Planning and a representative of the Norfolk Constabulary are on this group and represent Norfolk. LAs will be encouraged to prepare annual reports on local actions to manage flood risk; the relevant overview and scrutiny committee could then review this. This may become a duty to produce under the Floods and Water Bill**.

Pitt Review Report – Current Status within Norfolk (December 2008)

Rec No	Final Recommendations LOCAL RESILIENCE FORUM LEAD	Current Status
42	Where a Gold Command is established for severe weather events, the police, unless agreed otherwise locally, should convene and lead the multi-agency response.	<p>The practice in Norfolk is for the Gold Command to be led by the Norfolk Resilience Forum Chair (Police).</p> <p>Police as Gold command, unless otherwise locally agreed, will be seen as good practice by the Government and reflected in guidance.</p>
43	Gold Commands should be established at an early stage on a precautionary basis where there is a risk of serious flooding.	<p>Current practice within Norfolk and is documented within the Norfolk Strategic Flood Plan.</p> <p>Seen as good practice by the Government and reflected in guidance.</p>
44	Category 1 and 2 responders should assess the effectiveness of their emergency response facilities, including flexible accommodation, IT and communications systems, and undertake any necessary improvement works.	<p>Norfolk Constabulary has resilient emergency response facilities, which have been exercised and activated for real. These are supported by facilities within other agencies. Norfolk County Council has facilities within County Hall to use and these are being further enhanced by the purchase of an Incident Management System to enhance our ability to respond to an emergency.</p> <p>The Government is developing a checklist to assess the effectiveness of emergency facilities and will form an “expectation set” – this set as well as operational expectations will be launched January/February 2009.</p>
57	The Government should provide Local Resilience Forums with the inundation maps for both large and small reservoirs to enable them to assess risks and plan for contingency, warning and evacuation and the outline maps be made available to the public online as part of wider flood risk information.	EA currently working on the preparation of inundation maps. Emergency Services and other Cat 1 responders will then be provided with inundation information together with guidance and a template for the preparation of “off-site” Emergency Reservoir Flood Plans – focussing on the highest risk reservoirs first. Funding will be made available in support of the work,
58	The Government should implement the legislative changes proposed in the Environment Agency biennial report on dam and reservoir safety through the forthcoming flooding legislation.	Linked to the Floods and Water Bill**.

Pitt Review Report – Current Status within Norfolk (December 2008)

Rec No	Final Recommendations LOCAL RESILIENCE FORUM LEAD	Current Status
64	Local Resilience Forums should continue to develop plans for door knocking, coordinated by local authorities, to enhance flood warnings before flooding and to provide information and assess welfare needs once flooding has receded.	Current practice within Norfolk and highlighted in the Norfolk Strategic Flood Plan.
67	The Cabinet Office should provide advice to ensure that all Local Resilience Forums have effective and linked websites providing public information before, during and after an emergency.	Government guidance will be updated and further guidance considered by Spring 2009. Norfolk Resilience Forum has a website but needs review with regards to its usability by the public and the information provided. Also work to better advertise the site.
72	Local response and recovery coordinating groups should ensure that health and well being support is readily available to those affected by flooding based on the advice developed by the Department of Health.	The Norfolk County Response and Recovery Strategy already contains advice and actions in connection with this activity and is accepted as a standard practice within the Council.
80	All central government guidance should be updated to reflect the new arrangements for recovery and Local Resilience Forums should plan, train and exercise on this basis.	Planning in Norfolk always reflects Central Government guidance and is introduced into training and exercise programmes for the County. Publication of the national Emergency Response and Recovery Guidance is provisionally expected in Spring 2009.
92	Local Resilience Forums should evaluate and share lessons from both the response and recovery phases to inform their planning for future emergencies	This is current practice within the County. In addition, we share our experiences both with neighbouring counties and the Emergency Planning College.

Pitt Review Report – Current Status within Norfolk (December 2008)

Rec No	Final Recommendations LOCAL AUTHORITY LEAD	Current status
3	The Met Office should continue to improve its forecasting and predicting methods to a level that meets the needs of emergency responders.	Norfolk County Council is currently a participant in the Met Office Extreme Rainfall Alert Pilot, which is aimed to inform emergency responders of likely high levels of rainfall, which could potentially cause flooding. The project will continue through to the end of the year. Emergency Planning also works closely with the Met Office advisor for the region.
9	Householders should no longer be able to lay impermeable surfaces as of right on front gardens and the Government should consult on extending this to back gardens and business premises.	District responsibility. The Town & Country Planning (General Permitted Development) Order 1995 was amended from 1 st October 2008 so that planning permission is required for the paving of front gardens greater than 5 m ² . Further restrictions are being considered and a decision whether to consult further will be taken by Spring 2009.
10	The automatic right to connect surface water drainage of new developments to the sewerage system should be removed.	This is the responsibility of Anglian Water, however we currently encourage developers to use SUDS (Sustainable Urban Drainage Systems) to alleviate the need to connect into sewerage systems where possible. This is dependent on the Floods and Water Bill**.
11	Building Regulations should be revised to ensure that all new or refurbished buildings in high flood-risk areas are flood-resistant or resilient.	District responsibility. Government would look to introduce changes in Building Regulations and guidance in October 2009 for further review 2013.
17	All relevant organisations should have a duty to share information and cooperate with local authorities and the Environment Agency to facilitate the management of flood risk.	The NRF membership enables the sharing of information between key partners, which includes the Environment Agency. The Forum does have a flooding/severe weather sub group that is chaired by the Environment Agency. Relates to recommendations 14 to 16 and the Floods and Water Bill**. The Government will be writing to LA C/Exs and other relevant organisations to encourage co-operation and planning to take the recommendation forward within current legislation and administrative structures – progress will be monitored.

Pitt Review Report – Current Status within Norfolk (December 2008)

Rec No	Final Recommendations LOCAL AUTHORITY LEAD	Current status
39	The Government should urgently put in place a fully funded national capability for flood rescue, with Fire and Rescue Authorities playing a leading role, underpinned as necessary by a statutory duty.	<p>The Norfolk Fire & Rescue Service is currently enhancing their ability in connection with flood rescue activities.</p> <p>Initially £2 million from the funding set aside by Defra for the Pitt Review implementation. By May 2009 the project will create a multi-agency national register of flood rescue assets. A draft UK Flood Rescue operating procedure will be ready by Autumn 2009, procurement of required additional assets by winter 2009-10 and exercise as part of national flood exercise in 2011.</p>
45	The Highways Agency, working through Local Resilience Forums, should further consider the vulnerability of motorways and trunk roads to flooding, the potential for better warnings, strategic road clearance to avoid people becoming stranded and plans to support people who become stranded.	<p>The Highways Agency works within the Norfolk Resilience Forum to ensure that the vulnerability of the road network is taken into consideration in the planning and response to flooding.</p> <p>The recommendation is being taken forward and funded by the Highways Agency.</p>
46	The rail industry, working through Local Resilience Forums, should develop plans to provide emergency welfare support to passengers stranded on the rail network.	The rail industry is engaged with the Norfolk Resilience Forum in planning for emergencies. The welfare of users of the rail network will be taken into consideration in planning and response to any incident. Currently Network Rail has a system in place, in partnership with the WRVS, for the provision of food etc. to stranded passengers on the network.
51	Relevant government departments and the Environment Agency should work with infrastructure operators to identify the vulnerability and risk of assets to flooding and a summary of the analysis should be published in Sector Resilience Plans.	Currently this work is being carried out between infrastructure operators and Environment Agency.
55	The Government should strengthen and enforce the duty on Category 2 responders to share information on the risks to their infrastructure assets, enabling more effective emergency planning within Local Resilience Forums.	Category 2 responders are engaged with the Norfolk Resilience Forum and recent events have shown that necessary information is shared whenever required, as demonstrated within the response to the Great Yarmouth incident. The CCA is currently under review.

Pitt Review Report – Current Status within Norfolk (December 2008)

Rec No	Final Recommendations LOCAL AUTHORITY LEAD	Current status
69	The public should make up a flood kit – including personal documents, insurance policy, emergency contact numbers (including local council, emergency services and Floodline), torch, battery or wind-up radio, mobile phone, rubber gloves, wet wipes or antibacterial hand gel, first aid kit and blankets.	This is accepted as good practice within Norfolk. It is promoted by all resilience agencies particularly at the flood road show events that are held at various locations in Norfolk every year.
70	The Government should establish a programme to support and encourage individuals and communities to be better-prepared and more self-reliant during emergencies, allowing the authorities to focus on those areas and people in greatest need.	Norfolk is currently developing methods whereby it can greater engage with communities to increase resilience in connection with emergencies. This includes the development of flood warden training programmes and community emergency plans. Additional work will be required around community engagement but the Government is still at the policy development stage – the Government, when appropriate, will make new burden assessments.
86	The Government should publish an action plan to implement the recommendations of this Review, with a Director in Defra overseeing the programme of delivery and issuing regular progress updates.	Sir Michael Pitt will provide regular, independent, assessments of progress that will be published approximately every 6 months from June 2009. The Head of Emergency Planning will lead in ensuring that the recommendations are taken forward within the Local Authorities and the Norfolk Resilience Forum.

NOTE:

** The draft **Floods and Water Bill** is due Spring 09 but final introduction depends on the parliamentary timetable. The draft Bill will be accompanied by an Impact Assessment to set out the costs of implementing the changes to roles and responsibilities of relevant organisations. Any net new burdens on LAs will be fully funded. The Government will be writing to LA C/Exs and others by 31 Dec 2008 to encourage them to begin making the necessary plans for taking recommendations forwards within the current legislative and administrative structures. Action by LAs following the letter will be monitored and appropriate further measures taken to support early progress.

Planning and Transportation the Environment and Waste Overview and Scrutiny Panel

4 March 2009

Item No. 14

Partnership working

Report by the Director of Environment, Transport and Development

Summary

Overview and Scrutiny Panel have agreed a two year rolling programme of review for planning and transportation's partnership working. This is the third report of this programme and covers five environment/sustainability partnerships.

1. Background

- 1.1. At the meeting on 14 May 2008, Overview and Scrutiny Panel agreed to review all of the Partnerships that P&T work with on a two year rolling programme. It was also agreed that the template developed by Cabinet Scrutiny as part of their scrutiny exercise on partnership working across the Council would be used as a basis for these reviews.
- 1.2. This is the third report to Overview and Scrutiny Panel as part of the two year programme and covers four community partnerships.

2. Review of environment/sustainability partnerships

- 2.1. The programme of Partnership reviews lists five environment/sustainability partnerships to be reviewed at this meeting (a further four environment/sustainability partnerships will be covered at the next meeting). P&T's Partnership working covers a fairly wide spectrum – from networks or groups which exchange information, to more significant partnerships which deliver front-line services.
- 2.2. In addition to the information below (and that included on the appendices), further information on the Norfolk Coast Partnership, The Wash and North Norfolk Coast and the Wash Estuary Strategy Group is available in a Partnership report (a copy of which has been placed in the Members room). The report summarises a review of the three partnerships, completed in September 2008, which was carried out to review the interactions between the three and investigation options for efficiencies.
- 2.3. **NELM Development Trust**
 - 2.3.1 The NELM Development Trust was formed in 2000 as the delivery vehicle for the Norwich New Deal for Communities programme. The Trust was formed from an active partnership of community groups and statutory agencies after

the partnership was successful in its bid for £35.2m of New Deal for Communities Funds.

- 2.3.2. It is a community regeneration programme working for and with residents on three estates in the west of Norwich (North Earlham, Larkman and Marlpit). When the trust was forming, the area (which has over 3,200 households and some 8,800 people) was rated as one of the most deprived neighbourhoods in the UK.
- 2.3.3. The Partnership has funded over 200 projects since it started, varying from the long-term (e.g. the Bowthorpe School Site development) to the more immediate (e.g. small grants for dance group costumes or football strips). More recently, the Trust provided funding for the 'Walk This Way' project delivery by P&T. This was a successful project to reduce car use on the school run at schools in the area.
- 2.3.4. The Trust is a charitable company limited by guarantee. It was clear processes and governance arrangements in place for managing their activities. This includes using a performance management model independently moderated by the Audit Commission. These arrangements are set out in the Strategic Plan for the Trust (a copy has been placed in the Members Room).
- 2.3.5. The Trust employs a team to oversee the running of their programme, and they currently employ some 40 staff. Plans are in place for this resource to diminish as the programme draws to a close, leaving behind a small team to support the Charity in managing its assets. NCC is represented on the Trust by Cllr Evelyn Collishaw.
- 2.3.6. For further information on the Trust, see the completed Partnership Questionnaire at Appendix A.

2.4. Norfolk Coast AONB Partnership

- 2.4.1. The Norfolk Coast Partnership was set up in 1991 to promote co-ordinate policies and action amongst its member organisations, to bring about sustainable use of the Norfolk Coast Area of Outstanding Natural Beauty. The total annual budget of the Partnership is around £200k, of which NCC provides 16%.
- 2.4.2. The Norfolk Coast Area of Outstanding Natural Beauty (AONB) is a large area, crossing several local administrative boundaries. Also, because what is covered by the term 'natural beauty' is broad, many different organisations and interests play a part in managing different aspects of the area's natural beauty. To ensure that management is 'joined-up' it's vital that this wide range of organisations and interests work together in partnership.
- 2.4.3. Norfolk County Council is a Core Funding Partner, along with North Norfolk District Council, King's Lynn & West Norfolk Borough Council and Great Yarmouth Borough Council. Other organisations represented on the Partnership include Natural England, Norfolk Wildlife Trust, National Trust, English Heritage and the Environment Agency. NCC is represented on the

Partnership by Cllr Ian Monson and Cllr Ingrid Floering- Blackman.

- 2.4.4. A Memorandum of Agreement between the core funding partners is in place (a copy has been placed in the Members Room). In addition, the Countryside and Rights of Way Act 2000 (CRoW) places a duty on the local authorities to act jointly to prepare, publish and review an AONB Management Plan. This plan has been prepared by the Partnership and is regularly reviewed (a report on the current review is covered elsewhere on the agenda for this meeting).
- 2.4.5. For further information on the Partnership, see the completed Partnership Questionnaire at Appendix B.

2.5. **Norfolk Biodiversity Partnership**

- 2.5.1. The Norfolk Biodiversity Partnership was established in 1996, and brings together local authorities, statutory agencies and voluntary groups in pursuit of a shared vision – the conservation, enhancement and restoration of the county’s biological diversity.
- 2.5.2. The Partnership is involved in a wide-ranging programme of work. Activities include:-
- Preparing and implementing action plans for some of the county's most threatened habitats and species;
 - Managing a small Biodiversity Project Fund, which is used to support high priority recommendations contained in the action plans;
 - Working closely with the Norfolk Biological Biodiversity Information Service to improve the quality and availability of biodiversity information;
 - Promoting the integration of biodiversity into strategies, plans and programmes, including Sustainable Community Strategies and Local Development Frameworks.
- 2.5.3. A Memorandum of Understanding is in place which sets out the agreed arrangements (a copy has been placed in the Members Room). Day-to-day responsibility for the Partnership’s Programme of work lies with the Biodiversity Co-ordinator, who is employed by Norfolk County Council on behalf of the Partnership. The total annual budget of the Partnership is around £50k, of which NCC provides 9%.
- 2.5.4. For further information on this partnership, see the completed Partnership Questionnaire at Appendix C.

2.6. **The Wash and North Norfolk Coast (European Marine Site)**

- 2.6.1. In recognition of its important wildlife the Wash and North Norfolk coast has been designated a European marine site under the UK Habitats Regulations. This designation helps protect the biodiversity that makes this area so special by placing new and stronger responsibilities on public authorities and agencies to work closely together to safeguard the nature conservation interest of this

outstanding site, in balance with the needs of its many users.

- 2.6.2. A management scheme (which is managed as a Partnership) has been produced, as acts as the framework for guiding and providing information on the initiatives in place for managing the conservation value of the site. NCC is represented on the Management Group by Cllrs Janice Eells and Anthony Wright. The total annual budget is around £40,000, of which P&T provides 6.7%.
- 2.6.3. For further information on this partnership, see the completed Partnership Questionnaire at Appendix D.

2.6. **The Wash Estuary Coast Strategy Group**

- 2.6.1 The Wash Estuary project was established in 1994 with a formal Memorandum of Agreement being drawn up in 1996. The Wash Estuary Strategy Group (WESG) is a partnership of funding and non-funding partners which include Eastern Sea Fisheries Joint Committee, English Nature, Environment Agency, King's Lynn & West Norfolk Borough Council, Lincolnshire County Council, National Farmer's Union, The Wash Internal Drainage Boards, The Wash Parish Councils and The Wash Port Authorities. Their aim is to ensure the sustainable development and protection of this wildlife rich area whilst benefiting the local communities dependent on The Wash.
- 2.6.2. NCC is represented on the Management Group for the Wash and North Norfolk Coast EMS by Cllrs Anthony Wright and George Nobbs. The total annual budget is around £35,000, 14% of which P&T provides.
- 2.6.3. For further information on this partnership, see the completed Partnership Questionnaire at Appendix E.

3. **The next steps**

- 3.1. The agreed two-year rolling programme for reviewing P&T Partnership working has been amended to reflect the revised programme of future meetings for PTEW Overview and Scrutiny Panel. The revised programme is included at Appendix F for comments.

4. **Resource Implications**

4.1. **Finance** : None.

4.2. **Staff** : None.

4.3. **Property** : None.

4.4. **IT** : None.

4.5. **Equality Impact Assessment (EqIA)** : A full programme of equality impact assessments has been carried out covering all Planning and Transportation activities. However, this report is not directly relevant to equality in that it is not

making proposals which may have a direct impact on equality of access or outcome.

4.6. **Communications** : None.

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

5.1. None.

6. **Conclusion**

6.1. Completing the scrutiny questionnaires for these partnerships have not identified any areas of concern.

Action Required

- (i) Overview and Scrutiny Panel are asked to comment on the partnerships reviewed, and consider whether any further scrutiny is required.
- (ii) Overview and Scrutiny Panel are also asked to comment on the revised programme for review at Appendix F.

Background Papers

Report to PTEW Overview and Scrutiny Panel 14 May 2008 setting out a two year rolling programme for review of P&T partnerships

Officer Contact

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

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



If you need this report in large print, audio, Braille, alternative format or in a different language please contact Sarah Rhoden on 01603 222867 or textphone 0844 8008011 and we will do our best to help.

Partnership Questionnaire

Part 1: Summary

1. Name of Partnership:	NELM Development Trust
Contact name:	Elizabeth Walne
Position/title:	Travel Plan Officer
Telephone:	01603 63(8082)
Email:	Elizabeth.walne@norfolk.gov.uk
2. Main purpose of the Partnership: <i>Please outline:</i> <ul style="list-style-type: none"> • <i>Focus and key functions</i> • <i>An indication of scale (e.g. size of membership, number of volunteers, stakeholders)</i> • <i>The geographical area it serves</i> • <i>The size of the public it serves (e.g. approximate number of members of the public, inc. visitors)</i> 	<p>The NELM (North Earlham, Larkman, Marlpit) Development Trust is part of the national New Deal for Communities Programme. It is a community regeneration programme working for and with residents on three estates in the west of Norwich. The Trust's main themes for 2008/9 and 2009/10 are</p> <ul style="list-style-type: none"> • Work and worklessness • Community learning • Community engagement • Development of the Community Park <p>NELM Development Trust was formed as a company limited by guarantee in 2000. It has 19 trustee, 10 elected residents from the local area and 9 partner representatives. Cllr Evelyn Collishaw is a Trustee and attends Board meetings.</p> <p>P&T works with the Trust on specific schemes/issues e.g. delivering joint projects. The most recent of these was the 'Walk This Way' project, the purpose of which was to work together to reduce car use on the school run at schools within the North Earlham, Larkman and Marlpit (NELM) area. The NELM area has approximately 3200 households with 8800 residents. The project consisted of booklets for KS1 and KS2 pupils looking at traveling in a greener, safer and healthier way. Greener journeys allowed pupils to enter draws to win prizes and the project culminated in a celebration event – all five schools that completed the project had succeeded in reducing their car use, on average, by a 42% decrease on their original Travel Plan figures. The project intended to reduce congestion and air pollution, encourage an increase in physical activity in the local community, improve safety at the school gates and encourage community cohesion.</p>

3. Category How would you best categorise the <i>primary</i> purpose of the partnership?		Yes	No		Yes	No
	Strategic			Advisory and/or promotional		
	Service delivery	✓		Co-ordinate and/or organise activity	✓	
	Other (please state): The Trust was formed in 2000 from an active partnership of community groups and statutory agencies.					
4. Legal status Is the partnership requirement of statute, recommended by Government guidance or voluntary?		Yes	No		Yes	No
	Statutory			In line with Government guidance	✓	
	Voluntary	✓		Other (please state):		
5. Funding How is the partnership funded (on the basis of the last financial year)?	Source		Amount		Amount as % of total funding:	
	The Trust successfully bid for £35.2m of New Deal for Communities funds in 2000. P&T does not provide funding for this Trust, but the Trust has funded P&T projects for example NELM (along with CIVITAS) provided the funding for the 'Walk This Way' project.					
6. What is the total budget?	The Trust successfully bid for £35.2m of New Deal for Communities funds in 2000. P&T does not provide funding for this Trust, but the Trust has funded P&T projects for example NELM (along with CIVITAS) provided the funding for the 'Walk This Way' project.					
7. What is the term of any grant	The Trust successfully bid for £35.2m of New Deal for Communities funds in 2000. P&T does not provide funding for this Trust, but the Trust has funded P&T projects for example NELM (along with CIVITAS) provided the funding for the 'Walk This Way' project.					
8. Will this funding continue in the future?	The Trust successfully bid for £35.2m of New Deal for Communities funds in 2000. P&T does not provide funding for this Trust, but the Trust has funded P&T projects for example NELM (along with CIVITAS) provided the funding for the 'Walk This Way' project.					
9. NCC's resource contribution (a) What is NCC's annual time commitment?	Councillor representatives		No of people:		Days:	
	Officer representatives:		No of people:		Days:	
	Other		No of people:		Days:	
	P&T does resource to support the Trust. However, P&T does provide support to joint projects for example the 'Walk This Way' project; support for this was approximately 10 officer days.					

(b) What is NCC's annual contribution?	Financial	£	Other (e.g. use of facilities):	Officer time	
	The Trust successfully bid for £35.2m of New Deal for Communities funds in 2000. P&T does not provide funding for this Trust, but the Trust has funded P&T projects for example NELM (along with CIVITAS) provided the funding for the 'Walk This Way' project.				
10. Development		Yes	No		Yes No
(a) Where do you think the partnership currently is in term of its stage of development?	1. Forming <i>(very early stages)</i>			3. Performing <i>(clear roles and responsibilities and achieving its objectives)</i>	
	2. Developing <i>(developing working practices)</i>			4. Evaluating <i>(objectives achieved, reviewing impact)</i>	✓
(b) Does the Partnership have a development plan and, if yes, are you happy to share it with us/attach a copy?	Yes	No	Comments:		
		✓	The Strategic Plan for the Trust (56 pages) is available on their website at http://www.nelm.co.uk/about.php?cat=170&cid=170 – annual plans and delivery plans are also available to view on this site.		
(c) Is the partnership large or complex?	Yes	No	<i>(If yes, please give your reasons for saying so)</i>		
		✓			
(d) Who was involved in setting up the Partnership? <i>(For example, internal specialists such as Head of Law, Risk Team etc, or any external specialists.)</i>	Comments: The Trust was formed in 2000 from an active partnership of community groups and statutory agencies.				

Part 2: Questionnaire

A. Rationale for the partnership	Comments
Is there a partnership agreement or constitution and, if so, are you happy to share it with us/attach a copy?	This information is included in the Strategic Plan for the Trust (56 pages) is available on their website at http://www.nelm.co.uk/about.php?cat=170&cid=170 –
Is there a stated reason why the partnership exists and, if so, what is it?	Yes – the Trust has a Mission Statement which states:- “NELM Development Trust exists to: Enable the community-led, sustainable regeneration of the North Earham, Larkman and Marlpit neighbourhoods of Norwich.
Does the partnership have agreed aims, and if so, what are they? <i>Please attach a copy.</i>	Yes – these are set out in the Strategic Plan for the Trust (56 pages) is available on their website at
Have the aims of the partnership been published and, if so, where?	http://www.nelm.co.uk/about.php?cat=170&cid=170 –
How do the partnership aims link to the County Council’s 9 main objectives? <i>(Please see list at end of form)</i>	The key corporate objectives supported are ‘To help make Norfolk a safe place to live and work’ and ‘To build vibrant and cohesive communities’. The work of the Trust also supports other objectives.

B. Governance arrangements	Comments
How are decisions made - is there a scheme of delegation that makes clear who can take decisions?	The Trust Board operates within its agreed Memorandum and Articles and has an Annual General Meeting. Decisions are recorded in Board minutes and are published on their website. Cllr Evelyn Collishaw is a Trustee and sits on the Board. Planning and Transportation, links to Children’s Services. The Trust Board operates within its agreed Memorandum and Articles and has an Annual General Meeting.
How are decisions recorded?	
Who makes sure they are acted upon and who scrutinises them?	
Is there an agreement on how these decisions will be reported back and who are they reported to?	
How are Councillors involved and how are the partnerships’ activities reported into the Council’s democratic structure?	
Which Cabinet portfolio is the partnership linked to?	
How are conflicts of interest resolved?	
Do members of the partnership meet at the times set out in the agreement?	

C. Added Value	Comments
How does this partnership add value?	The Trust has defined a set of core indicators and targets, these are included in the Strategic Plan along with information on progress.
How do you demonstrate this added value to the public?	

D. Value for Money	Comments
How does the partnership ensure it provides the highest quality for the cost	This is done at Trust meetings.
How is the public made aware of how the partnership achieves value for money?	The Trust has it's own website – see http://www.nelm.co.uk/ - which includes information of the projects that they planning, working on and have completed.

E. Performance management	Comments
Has your partnership set targets and, if so, how do you know which partnership targets you are meeting and which you have yet to meet?	The Trust has defined a set of core indicators and targets, these are included in the Strategic Plan along with information on progress. Further information is set out in the annual delivery plans that the Trust produces. The Trust administers its responsibilities through the Board and two sub-committees – Finance and Personnel and the Joint Commissioning Group. In addition, NELM reviews its performance each year through a performance management model independently moderated by the Audit Commission.
Who reviews and reports progress and how often does this take place?	
Are targets reviewed from time to time and, if yes, who by?	
How does the partnership agree action on targets that are not likely to be met?	

F. Financial Management	Comments
Does the partnership agreement/constitution say who will provide the money?	<p>The Trust successfully bid for £35.2m of New Deal for Communities funds in 2000. P&T does not provide funding for this Trust.</p> <p>Norwich City Council is the Accountable Body to the NDC Partnership. The relationship is managed through an annual funding agreement between GO-East and the City Council and through a service level agreement between NELM and the City Council.</p> <p>In addition, as an independent organisation (the Trust is a charitable company limited by guarantee) it is required to source its own independent advice.</p>
Who can decide how to spend it?	
Can the money be reallocated and, if yes, who can authorise this?	
What are the financial reporting arrangements?	

G. Risk management	Comments
Have you carried out a risk assessment of NCC's engagement with the partnership, using the Risk Management In Partnerships Guide, and if yes, when was that?	No.
Has the partnership itself carried out a formal risk assessment of the partnership and if yes, when was that?	Not that we are aware of.
How does the partnership know if things are going wrong?	The Trust Board operates within its agreed Memorandum and Articles and has an Annual General Meeting.
Who can take corrective action if necessary?	

H. Termination arrangements	Comments
Are there arrangements in place if the partnership comes to an end and, if so, what are they?	<p>As the NELM NDC (New Deal for Communities) programme comes to its completion the Board has agreed to reduce to around 13 Trustees.</p> <p>The Trust has plans in place to manage funding to ensure that it can continue to operate when the NDC funding runs out.</p>
Are there arrangements in place if NCC decides to no longer to be involved?	No, although this should not have a significant impact on the Trust as it is an independent organization.
Is there a system for reallocating resources back to partners and, if so, what is it?	The Trust is an independent organization.

I. Serving the public	Comments
Does the partnership have a communications policy and, if so, are you happy to share it with us/attach a copy?	No.
How effectively does the partnership communicate with the public?	The Trust has it's own website – see http://www.nelm.co.uk/ - which includes information on all elements of the Trust.

NCC's nine Corporate Objectives

The nine corporate objectives are as follows:

1. To lead a strategic approach to the development of the Norfolk economy
2. To improve travel and transport
3. To help make Norfolk a safe place to live and work
4. To improve educational attainment and help children and young people to achieve their ambitions
5. To improve the health and well-being of Norfolk's residents
6. To improve opportunities for people to learn throughout life
7. To protect and sustain the environment
8. To build vibrant, confident and cohesive communities
9. To improve and develop Norfolk's cultural heritage and resources

Partnership Questionnaire

Part 1: Summary

1. Name of Partnership:	Norfolk Coast AONB Partnership					
Contact name:	John Jones					
Position/title:	Rural Environment Manager					
Telephone:	01603-224306					
Email:	John.jones@norfolk.gov.uk					
2. Main purpose of the Partnership: <i>Please outline:</i> <ul style="list-style-type: none"> • <i>Focus and key functions</i> • <i>An indication of scale (e.g. size of membership, number of volunteers, stakeholders)</i> • <i>The geographical area it serves</i> • <i>The size of the public it serves (e.g. approximate number of members of the public, inc. visitors)</i> 	<p>The Norfolk Coast was designated as an Area of Outstanding Natural Beauty (AONB) in 1968 under the 1949 National Parks and Access to the Countryside Act. This partnership was set up so that Norfolk County Council, along with other core funding partners, could share responsibility for active management to enhance and conserve the AONBs important qualities. The Partnership works with a range of stakeholders, including Natural England, Norfolk Wildlife Trust, National Trust, English Heritage, Environment Agency, East of England Tourist Board.</p> <p>The overall objective of the Partnership is to ensure that the use of the area is sustainable – that use of it does not destroy its natural beauty and that future generations have the same opportunity to enjoy and benefit from it.</p>					
3. Category		Yes	No		Yes	No
How would you best categorise the <i>primary</i> purpose of the partnership?	Strategic	✓		Advisory and/or promotional	✓	
	Service delivery		✓	Co-ordinate and/or organise activity	✓	
	Other (please state):					
4. Legal status		Yes	No		Yes	No
Is the partnership requirement of statute, recommended by Government guidance or voluntary?	Statutory	✓*		In line with Government guidance	✓	
	Voluntary	✓		Other (please state):		
	* The Countryside and Rights of Way Act 2000 places a duty on local authorities to act jointly to prepare, publish and review an AONB management plan – for the Norfolk Coast AONB this duty is carried out by this Partnership.					

5. Funding How is the partnership funded (on the basis of the last financial year)?	Source	Amount				Amount as % of total funding			
	Annual funding for the Partnership is set out in the Memorandum of Agreement (a copy of which has been placed in the Members Room), as follows:-								
Natural England £137,067 67.5% (Contribution to core costs e.g. staff training, HR, office costs etc).									
Norfolk County Council £31,579 16%									
North Norfolk District Council £15,789 8%									
King's Lynn & WN Borough Council £15,789 8%									
Great Yarmouth Borough Council £1,072 0.5%									
Total £201,296									
Note, the above figures are based on 2008/9 contributions – this will increase annually to reflect inflation.									
6. What is the total budget?		Yes	No		Yes	No		Yes	Please specify
	Less than £50,000			Between £50,000 & £249,000	✓		£250,000 or over		
7. What is the term of any grant		Yes	No		Yes	No		Please state below	
	1 year only			Annual	✓		Other		
8. Will this funding continue in the future?	The Memorandum of Agreement sets out annual contributions (as set out at 5 above) until March 2013.								

9. NCC's resource contribution (a) What is NCC's annual time commitment?	Councillor representatives		No of people:	2	Days:	6
	Officer representatives:		No of people:	1	Days:	36
	Other (Admin)		No of people:	1	Days:	5
(b) What is NCC's annual contribution?	Financial	£31,579 (see 5 above)	Other (e.g. use of facilities):		Yes, see below.	
	NCC also employees the Staff Team on behalf of the Core Funding Partners, provides traveling assistance through appropriate car user allowances and provides office accommodation.					
10. Development (a) Where do you think the partnership currently is in term of its stage of development?		Yes	No		Yes	No
	1. Forming (<i>very early stages</i>)			3. Performing (<i>clear roles and responsibilities and achieving its objectives</i>)	✓	
	2. Developing (<i>developing working practices</i>)			4. Evaluating (<i>objectives achieved, reviewing impact</i>)		
(b) Does the Partnership have a development plan and, if yes, are you happy to share it with us/attach a copy?	Yes	No	Comments:			
	✓	✓	The Countryside and Rights of Way Act 2000 (CRoW) places a duty on the local authorities to act jointly to prepare, publish and review an AONB Management Plan. This plan has been prepared by the Partnership and is regularly reviewed – the next review is due before April 2009, and a report on this is on the agenda for discussion at PTEW Overview and Scrutiny Panel in March 2009.			
(c) Is the partnership large or complex?	Yes	No	(If yes, please give your reasons for saying so)			
		✓				
(d) Who was involved in setting up the Partnership? (For example, internal specialists such as Head of Law, Risk Team etc, or any external specialists.)	Comments: P&T (formerly Countryside Team) and Head of Law.					

Part 2: Questionnaire

A. Rationale for the partnership	Comments
Is there a partnership agreement or constitution and, if so, are you happy to share it with us/attach a copy?	The Partnership has a Memorandum of Agreement – a copy has been placed in the Members Room.
Is there a stated reason why the partnership exists and, if so, what is it?	The overall objective of the Partnership is to ensure that use of the area is sustainable – that use of it does not destroy its natural beauty and that future generations have the same opportunity to enjoy and benefit from it.
Does the partnership have agreed aims, and if so, what are they? <i>Please attach a copy.</i>	Yes – these are set out in the Memorandum of Agreement.
Have the aims of the partnership been published and, if so, where?	Yes – on the Partnership's website – see http://www.norfolkcoastaonb.org.uk/
How do the partnership aims link to the County Council's 9 main objectives? <i>(Please see list at end of form)</i>	The Partnership makes a direct and significant contribution to Aim 7: To protect and sustain the environment.

B. Governance arrangements	Comments
How are decisions made - is there a scheme of delegation that makes clear who can take decisions?	Through the Core Management Group and the Partnership Forum – as detailed in the Memorandum of Agreement. In addition, core partners utilise their own decision making processes to approve key documents, for example the AONB Management Plan is presented to PTEW Overview and Scrutiny Panel and Cabinet for approval.
How are decisions recorded?	Minutes and action points are recorded at all meetings. The Partnership also produces an annual report.
Who makes sure they are acted upon and who scrutinises them?	The Core Management Group reports back annually to the core funding partners on decisions taken and outputs produced. Minutes of CMG meetings are forwarded to officers of the CMG member authorities for reporting back to the appropriate level.
Is there an agreement on how these decisions will be reported back and who are they reported to?	

How are Councillors involved and how are the partnerships' activities reported into the Council's democratic structure?	Cllrs Ian Monson and Ingrid Floering-Blackman represent NCC on this partnership. Core partners utilise their own decision making processes to approve key documents, for example the AONB Management Plan is presented to PTEW Overview and Scrutiny Panel and Cabinet for approval.
Which Cabinet portfolio is the partnership linked to?	Waste and the Environment
How are conflicts of interest resolved?	Conflicts are infrequent. On the rare occasion that they do arise, they are resolved through dialogue and consensus building.
Do members of the partnership meet at the times set out in the agreement?	Yes – this includes an annual meeting for the Core Management Group to feed back to funding partners.

C. Added Value	Comments
How does this partnership add value?	By bringing together a wide range of organisations with different skills and resources. The Partnership also ensures a joined up approach to delivering the duties laid down in the Countryside and Rights of Way Act 2000.
How do you demonstrate this added value to the public?	The Partnership produces an annual report and regular newsletters, all of which are published on the Partnership website – see http://www.norfolkcoastaonb.org.uk/ .

D. Value for Money	Comments
How does the partnership ensure it provides the highest quality for the cost?	This is done through Partnership meetings. In addition, the collaborative work that is at the heart of the Partnership facilitates providing the highest quality for the cost.
How is the public made aware of how the partnership achieves value for money?	Through the Partnership's website see http://www.norfolkcoastaonb.org.uk/ .

E. Performance management	Comments
Has your partnership set targets and, if so, how do you know which partnership targets you are meeting and which you have yet to meet?	Yes these are set within the partnerships Memorandum of Agreement and the Management Plan's Action Plan.
Who reviews and reports progress and how often does this take place?	The Core Management Group reports back three times a year to the core funding partners on decisions taken and outputs produced.
Are targets reviewed from time to time and, if yes, who by?	Yes the Action Plan is reviewed and reported on annually.
How does the partnership agree action on targets that are not likely to be met?	Through the Core Management Group and Partnership Forum. Each of these meets a minimum of three times a year.

F. Financial Management	Comments
Does the partnership agreement/constitution say who will provide the money?	Yes (see answer to Q5 above).
Who can decide how to spend it?	The Staff team are authorized to approve expenditure up to a limit of £5,000 for an individual task. Expenditure of more than £5,000 on an individual task should, wherever possible, be programmed into the annual budget or approved in advance by the Core Management Group.
Can the money be reallocated and, if yes, who can authorise this?	No.
What are the financial reporting arrangements?	Accounts are maintained by the County Council. All financial activity is subject to the NCC's auditing procedures.

G. Risk management	Comments
Have you carried out a risk assessment of NCC's engagement with the partnership, using the Risk Management In Partnerships Guide, and if yes, when was that?	A specific risk assessment for this Partnership has not been carried out; however, a Memorandum of Agreement is in place which includes arrangements in the event of termination.
Has the partnership itself carried out a formal risk assessment of the partnership and if yes, when was that?	Risk management is carried out as an ongoing process through the meetings – a formal risk assessment has not been carried out but a Memorandum of Agreement is in place.
How does the partnership know if things are going wrong?	Regular monitoring reports on a 6 month cycle plus the partnership meetings. In exceptional circumstances special meetings can be convened.
Who can take corrective action if necessary?	Ultimately through referral to CMG, by e mail if necessary. More straightforward day to day problems can be referred back through the line management chain to senior managers at the County Council.

H. Termination arrangements	Comments
Are there arrangements in place if the partnership comes to an end and, if so, what are they?	Yes – the Memorandum of Agreement includes provision for termination of the agreement. This includes information on distribution of surplus funds in the event of dissolution, obligations of funding partners in relation to redundancy payments notice periods for termination of the agreement.
Are there arrangements in place if NCC decides to no longer to be involved?	Yes - as above.
Is there a system for reallocating resources back to partners and, if so, what is it?	Yes – this is set out in the Memorandum of Agreement. Any surplus income remaining after eligible core expenditure has been settled will be returned to each core funder, in proportion to their contribution in that financial year.

I. Serving the public	Comments
Does the partnership have a communications policy and, if so, are you happy to share it with us/attach a copy?	Yes it has a Communications Plan and Brand Guidelines supported by a Communications Working Group drawn from the partnership
How effectively does the partnership communicate with the public?	Very effectively, specifically through the free annual publication of the Norfolk Coast Guardian (60,000 circulation), the partnership's Annual Report and frequent articles in the local press and community newsletters, The partnership includes representatives drawn from the parish network and supports the Friends of the Norfolk Coast.

NCC's nine Corporate Objectives

The nine corporate objectives are as follows:

1. To lead a strategic approach to the development of the Norfolk economy
2. To improve travel and transport
3. To help make Norfolk a safe place to live and work
4. To improve educational attainment and help children and young people to achieve their ambitions
5. To improve the health and well-being of Norfolk's residents
6. To improve opportunities for people to learn throughout life
7. To protect and sustain the environment
8. To build vibrant, confident and cohesive communities
9. To improve and develop Norfolk's cultural heritage and resources

Partnership Questionnaire

Part 1: Summary

1. Name of Partnership:	Norfolk Biodiversity Partnership
Contact name:	Scott Perkin
Position/title:	Biodiversity Co-ordinator
Telephone:	01603-222112
Email:	Scott.perkin@norfolk.gov.uk
<p>2. Main purpose of the Partnership:</p> <p><i>Please outline:</i></p> <ul style="list-style-type: none"> • <i>Focus and key functions</i> • <i>An indication of scale (e.g. size of membership, number of volunteers, stakeholders)</i> • <i>The geographical area it serves</i> • <i>The size of the public it serves (e.g. approximate number of members of the public, inc. visitors)</i> 	<p>The aim of the Norfolk Biodiversity Partnership is to conserve, enhance and restore the county's biological diversity. It seeks to achieve this aim by:</p> <ul style="list-style-type: none"> • Developing and promoting the implementation of Species and Habitat Action Plans; • Operating a Project Fund, which provides small grants for priority activities identified in the action plans; • Improving biodiversity information, by supporting surveys, ecological assessments and data collation projects; • Promoting the integration of biodiversity in strategies and plans, including Local Development Frameworks, Sustainable Community Strategies and Green Infrastructure Strategies. The Partnership has also published Biodiversity Supplementary Planning Guidance, which is used by many local authorities; • Building awareness and understanding of biodiversity, eg, by maintaining a website and organizing an Annual Forum which regularly attracts over 100 participants. <p>The Partnership was established in 1996 and now contains 21 members, including: statutory agencies (eg, Natural England, the Environment Agency and the Forestry Commission); local authorities (Norfolk County Council and all district councils); non-governmental organisations (eg, Norfolk Wildlife Trust); academic institutions (eg, the University of East Anglia); and private sector companies (eg, Anglian Water). It is currently chaired by Dr Gerry Barnes, NCC Environment Operations Manager.</p> <p>The Partnership operates at a county level.</p>

3. Category How would you best categorise the <i>primary</i> purpose of the partnership?		Yes	No		Yes	No
	Strategic	✓		Advisory and/or promotional	✓	
	Service delivery		✓	Co-ordinate and/or organise activity	✓	
	Other (please state):					
4. Legal status Is the partnership requirement of statute, recommended by Government guidance or voluntary?		Yes	No		Yes	No
	Statutory		✓	In line with Government guidance	✓	
	Voluntary	✓		Other (please state):		
5. Funding How is the partnership funded (on the basis of the last financial year)?	Source		Amount (2007/08)		Amount as % of total funding	
	Breckland District Council		£5,000		10%	
	Broadland District Council		£4,000		8%	
	Environment Agency		£4,000		8%	
	Forestry Commission		£1,000		2%	
	King's Lynn & West Norfolk BC		£4,000		8%	
	Natural England		£14,000		29%	
	Norfolk County Council		£4,372		9%	
	North Norfolk District Council		£4,000		8%	
	Norwich City Council		£4,000		8%	
	South Norfolk Council		£5,000		10%	
	TOTAL		£49,372			

6. What is the total budget?		Yes	No		Yes	No		Yes	Please specify
	Less than £50,000	✓		Between £50,000 & £249,000			£250,000 or over		
7. What is the term of any grant		Yes	No		Yes	No		Please state below	
	1 year only			Annual	✓		Other	The contributions from NE, Norwich City and King's Lynn have been based on multi-year Service Level Agreements.	
8. Will this funding continue in the future?	Comments: The funding from Natural England has been confirmed up to and including the financial year 2010/2011. Contributions from District Councils will be affected by the outcome of the Local Government Review.								
9. NCC's resource contribution (a) What is NCC's annual time commitment?	Councillor representatives		No of people:	1	Days:	1			
	Officer representatives:		No of people:	3	Days:	10			
	Other (Admin)		No of people:	2	Days:	4			
(b) What is NCC's annual contribution?	Financial	£4,459	Other (e.g. use of facilities):						
	NCC hosts the Biodiversity Co-ordinator, within the Environment Section of the Planning and Transportation Department.								

10. Development (a) Where do you think the partnership currently is in term of its stage of development?			Yes	No		Yes	No
	1. Forming (very early stages)				3. Performing (clear roles and responsibilities and achieving its objectives)	✓	
	2. Developing (developing working practices)				4. Evaluating (objectives achieved, reviewing impact)		
(b) Does the Partnership have a development plan and, if yes, are you happy to share it with us/attach a copy?	Yes	No	Comments: Development requirements are addressed through the preparation and approval of the annual workplan, as well as the core services funding agreement between Norfolk County Council and Natural England.				
(c) Is the partnership large or complex?	Yes	No	<i>(If yes, please give your reasons for saying so)</i>				
	✓		The Partnership has a large number of members (21), representing many different types of organisations and interests.				
(d) Who was involved in setting up the Partnership? (For example, internal specialists such as Head of Law, Risk Team etc, or any external specialists.)	Comments: NCC played the lead role in setting up the Partnership in 1996, in close collaboration with English Nature and the Norfolk Wildlife Trust.						

Part 2: Questionnaire

A. Rationale for the partnership	Comments
Is there a partnership agreement or constitution and, if so, are you happy to share it with us/attach a copy?	Yes. The objectives, structure and operational modalities of the Partnership are described in a detailed Memorandum of Understanding - a copy has been placed in the Members Room.
Is there a stated reason why the partnership exists and, if so, what is it?	To conserve, enhance and restore Norfolk's biological diversity.
Does the partnership have agreed aims, and if so, what are they? <i>Please attach a copy.</i>	Yes – these are set out in the Memorandum of Understanding (copy in the Members room).

Have the aims of the partnership been published and, if so, where?	Yes – on the Partnership's website (www.norfolkbiodiversity.org)
How do the partnership aims link to the County Council's 9 main objectives? <i>(Please see list at end of form)</i>	<p>The Partnership makes a direct and significant contribution to Aim 7: To protect and sustain the environment. The NCC's participation in the Partnership also helps the Council to demonstrate its fulfilment of the biodiversity duty in the Natural Environment and Rural Communities (NERC) Act, 2006.</p> <p>The conservation of biodiversity contributes to many other Council aims and objectives. For example, there is now mounting evidence to demonstrate that contact with nature can lead to significant improvements in mental health and well-being. Contact with nature can also enhance children's aspirations, educational attainment and emotional development. Biodiversity also underpins much of Norfolk's multi-million pound tourism industry.</p>

B. Governance arrangements	Comments
How are decisions made - is there a scheme of delegation that makes clear who can take decisions?	The Partnership operates through a Steering Group, a Co-ordinator's Group (which functions as an executive committee) and eight thematic Topic Groups; it also hosts an Annual Biodiversity Forum. This structure is described in detail in the attached Memorandum of Understanding.
How are decisions recorded?	Minutes and action points are recorded at all meetings.
Who makes sure they are acted upon and who scrutinises them?	As a standard procedure, action points are reviewed at the start of meetings and progress assessed.
Is there an agreement on how these decisions will be reported back and who are they reported to?	As above.
How are Councillors involved and how are the partnerships' activities reported into the Council's democratic structure?	The Cabinet Member for Environment and Waste (Ian Monson) regularly participates in Partnership events, including the Annual Biodiversity Forum.

Which Cabinet portfolio is the partnership linked to?	Waste and the Environment
How are conflicts of interest resolved?	Conflicts are infrequent. On the rare occasion that they do arise, they are resolved through dialogue and consensus building.
Do members of the partnership meet at the times set out in the agreement?	Yes. Steering Group meetings are well attended, and the Topic Groups are very active.

C. Added Value	Comments
How does this partnership add value?	By bringing together a wide range of organisations with different skills and resources, the Partnership not only enhances communication and co-ordination (thus preventing duplication of effort), but also, catalyses new action for biodiversity that otherwise might not have occurred. The Partnership also helps to leverage substantial funding for biodiversity projects in Norfolk.
How do you demonstrate this added value to the public?	The activities of the Partnership are well-publicised through its website, annual newsletter and Biodiversity Forum.

D. Value for Money	Comments
How does the partnership ensure it provides the highest quality for the cost?	Because the Partnership largely depends on annual contributions from local authorities and other bodies, it must constantly demonstrate value for money. The Partnership jointly prepares, publishes and reviews an AONM Management Plan – this is reviewed at intervals of not more than 5 years.
How is the public made aware of how the partnership achieves value for money?	Please see the answer to “C” above.

E. Performance management	Comments
Has your partnership set targets and, if so, how do you know which partnership targets you are meeting and which you have yet to meet?	The Co-ordinator develops an annual workplan which is reviewed and approved by the Steering Group at the beginning of the financial year.

Who reviews and reports progress and how often does this take place?	The Co-ordinator prepares written reports three times a year, assessing progress against the agreed workplan; the reports are presented to the Steering Group for review and discussion. In addition, an annual review of progress is presented to the Biodiversity Forum.
Are targets reviewed from time to time and, if yes, who by?	Targets are reviewed, debated and evaluated by the Co-ordinator's Group and Steering Group, both of which meet three times a year. In addition, a special 10-year review meeting is planned for July 2009, to ensure that the Partnership remains "fit for purpose".
How does the partnership agree action on targets that are not likely to be met?	Corrective action is agreed by the members of the Co-ordinator's Group and Steering Group.
F. Financial Management	Comments
Does the partnership agreement/constitution say who will provide the money?	The Memorandum of Understanding does not allocate specific funding responsibilities. However, a separate, three-year funding agreement has been signed between NCC and Natural England (the principal funding body).
Who can decide how to spend it?	An annual budget is discussed and agreed by the Co-ordinator's Group.
Can the money be reallocated and, if yes, who can authorise this?	Funds are earmarked for the agreed workplan of the Partnership.
What are the financial reporting arrangements?	Accounts are maintained by the County Council. All financial activity is subject to the NCC's auditing procedures.

G. Risk management	Comments
Have you carried out a risk assessment of NCC's engagement with the partnership, using the Risk Management In Partnerships Guide, and if yes, when was that?	Risk management is addressed through the use of PRISM. A specific risk assessment for this Partnership has not been carried out, however, a Memorandum of Understanding is in place which includes arrangements in the event of termination.
Has the partnership itself carried out a formal risk assessment of the partnership and if yes, when was that?	Risk management is carried out as an ongoing process through the meetings of the Co-ordinator's Group and the Steering Group.
How does the partnership know if things are going wrong?	The reporting system that has been established through the Co-ordinator's Group and the Steering Group ensures that any difficulties are identified and addressed at any early stage.
Who can take corrective action if necessary?	In the first instance, it is the Co-ordinator's responsibility to take corrective action. If additional measures are required, these will be identified by the Co-ordinator's Group and Steering Group.

H. Termination arrangements	Comments
Are there arrangements in place if the partnership comes to an end and, if so, what are they?	Termination arrangements are detailed in the funding agreement between Norfolk County Council and Natural England (the principal funding partner).
Are there arrangements in place if NCC decides to no longer to be involved?	Yes - as above.
Is there a system for reallocating resources back to partners and, if so, what is it?	Yes. A reallocation system is described in the funding agreement between NCC and NE. In essence, unused resources are to be returned in accordance with the proportion to which they were originally given.

I. Serving the public	Comments
Does the partnership have a communications policy and, if so, are you happy to share it with us/attach a copy?	Yes – the Partnership has a detailed Communications Strategy (attached).
How effectively does the partnership communicate with the public?	The Partnership communicates with the public through a wide variety of means, including its website (which receives over 4,000 hits a month), its Community Biodiversity Award scheme, an annual newsletter, regular talks and presentations to community groups, participation in local events and shows (eg, Wild about Norfolk, the Norfolk Show), and the organisation of an Annual Biodiversity Forum.

NCC's nine Corporate Objectives

The nine corporate objectives are as follows:

1. To lead a strategic approach to the development of the Norfolk economy
2. To improve travel and transport
3. To help make Norfolk a safe place to live and work
4. To improve educational attainment and help children and young people to achieve their ambitions
5. To improve the health and well-being of Norfolk's residents
6. To improve opportunities for people to learn throughout life
7. To protect and sustain the environment
8. To build vibrant, confident and cohesive communities
9. To improve and develop Norfolk's cultural heritage and resources

Partnership Questionnaire

Part 1: Summary

1. Name of Partnership:	The Wash and North Norfolk Coast (European Marine Site)					
Contact name:	John Jones					
Position/title:	Rural Environment Manager					
Telephone:	01603-224306					
Email:	John.jones@norfolk.gov.uk					
2. Main purpose of the Partnership: <i>Please outline:</i> <ul style="list-style-type: none"> • <i>Focus and key functions</i> • <i>An indication of scale (e.g. size of membership, number of volunteers, stakeholders)</i> • <i>The geographical area it serves</i> • <i>The size of the public it serves (e.g. approximate number of members of the public, inc. visitors)</i> 	<p>The Site includes the whole of The Wash and the coast from just south of Skegness in Lincolnshire to Salthouse in Norfolk. It consists of a Special Area of Conservation (SAC) designated under the Habitats Directive (European Council Directive 92/43/EEC) and three Special Protection Areas (SPA) designated under the Birds Directive (Council Directive 79/409/EEC which created a network of protected wildlife areas across the European Union, known as the Natura 2000 series. These Directives have been incorporated into UK law by the Conservation (Natural Habitats etc) Regulations 1994.</p> <p>This legislation places statutory obligations on Relevant Authorities (RA) to safeguard the conservation interest features of the Site whilst encouraging sustainable use. A Management Scheme for the Wash and North Norfolk Coast has been produced, and acts as the framework for guiding and providing information on the initiatives in place for managing the conservation value of the site.</p> <p>The management scheme is concerned with ensuring the sustainable use of a living, working coast. It will not stop people using the Wash or the north Norfolk coast and most activities will not be affected by the management scheme in any way</p>					
3. Category How would you best categorise the <i>primary</i> purpose of the partnership?		Yes	No		Yes	No
	Strategic	✓		Advisory and/or promotional	✓	
	Service delivery		✓	Co-ordinate and/or organise activity	✓	
	Other (please state):					

4. Legal status Is the partnership requirement of statute, recommended by Government guidance or voluntary?		Yes	No		Yes	No
	Statutory	✓*		In line with Government guidance	✓	
	Voluntary	✓		Other (please state):		
* The UK Habitats Regulations require English Nature to provide advice on conservation and major provisions for a Management Scheme to be developed. Norfolk County Council is deemed a Relevant Authority and can demonstrate it is discharging it's statutory obligations in a coordinated, complimentary and efficient manner through the work of the Wash and North Norfolk Coast EMS Management Scheme.						
5. Funding How is the partnership funded (on the basis of the last financial year)?	Source	Amount		Amount as % of total funding		
	Annual funding for the Partnership is set out in the Memorandum of Agreement (a copy of which has been placed in the Members Room), as follows:					
Cash						
Boston Borough Council		£ 2,700	6.7%			
East Lindsey District Council		£ 2,700	6.7%			
KL&WN Borough Council		£ 2,700	6.7%			
Lincolnshire County Council		£ 2,700	6.7%			
Norfolk County Council		£ 2,700	6.7%			
South Holland District Council		£ 2,700	6.7%			
Fenland District Council		£ 2,700	6.7%			
North Norfolk District Council		£ 2,700	6.7%			
Internal Drainage Boards (5 x £306 excluding Kings Lynn Consortium)		£1,530	3.8%			
Natural England		£11,200	27.7%			
Environment Agency		£5,500	13.6%			
Defence Estates		£500	1.2%			
Total		£40,330				
In Kind						
Kings Lynn IDB		£1,100				
Eastern Sea Fisheries (up to)		£7,000				
Port of Boston provide alternative venues for FMG/B and advisory group meetings						
Note, the above figures are estimates of 2009/10 contributions- this will increase annually to reflect inflation.						

6. What is the total budget?		Yes	No		Yes	No		Yes	Please specify
	Less than £50,000	✓		Between £50,000 & £249,000			£250,000 or over		
7. What is the term of any grant		Yes	No		Yes	No		Please state below	
	1 year only			Annual	✓		Other		
8. Will this funding continue in the future?	The Memorandum of Agreement sets out annual contributions (as set out at 5 above) until March 2012.								
9. NCC's resource contribution (a) What is NCC's annual time commitment?	Councillor representatives		No of people:	2	Days:	5			
	Officer representatives:		No of people:	1	Days:	15			
	Other (Admin)		No of people:	0	Days:	0			
(b) What is NCC's annual contribution?	Financial	£2,700	Other (e.g. use of facilities):						
10. Development (a) Where do you think the partnership currently is in term of its stage of development?		Yes	No		Yes	No			
	1. Forming <i>(very early stages)</i>			3. Performing <i>(clear roles and responsibilities and achieving its objectives)</i>	✓				
	2. Developing <i>(developing working practices)</i>			4. Evaluating <i>(objectives achieved, reviewing impact)</i>					

(b) Does the Partnership have a development plan and, if yes, are you happy to share it with us/attach a copy?	Yes	No	Comments: The UK Habitats Regulations require English Nature to provide advice on conservation objectives and any operations which might impact on the interest features – this is known as the Regulation 33 package. The UK Habitats Regulations also make provision for a Management Scheme to be developed. This Management Scheme with Conservation Objectives has been prepared by the Partnership and a Condition Assessment is undertaken on a five year cycle and was last updated in September 2008.
	✓	✓	
(c) Is the partnership large or complex?	Yes	No	<i>(If yes, please give your reasons for saying so)</i>
		✓	
(d) Who was involved in setting up the Partnership? <i>(For example, internal specialists such as Head of Law, Risk Team etc, or any external specialists.)</i>	Comments: The Management Scheme was developed through consultation with public authorities, local advisory groups, users and individuals.		

Part 2: Questionnaire

A. Rationale for the partnership	Comments
Is there a partnership agreement or constitution and, if so, are you happy to share it with us/attach a copy?	The Partnership has a Memorandum of Agreement – a copy has been placed in the Members Room.
Is there a stated reason why the partnership exists and, if so, what is it?	Yes, see Q2 and 4 above.
Does the partnership have agreed aims, and if so, what are they? <i>Please attach a copy.</i>	Yes – these are set out in the Memorandum of Agreement
Have the aims of the partnership been published and, if so, where?	Yes – on the Partnership website – see http://www.esfjc.co.uk
How do the partnership aims link to the County Council's 9 main objectives? <i>(Please see list at end of form)</i>	The Partnership makes a direct and significant contribution to Aim 7: To protect and sustain the environment

B. Governance arrangements	Comments
How are decisions made - is there a scheme of delegation that makes clear who can take decisions?	Through the Full Management Board supported by the Full Management Group and Core Management Group.
How are decisions recorded?	Minutes and action points are recorded at all meetings. The Partnership also produces an annual report.
Who makes sure they are acted upon and who scrutinises them?	The Full Management Board reports back twice a year to the core funding partners on decisions taken and outputs produced. Minutes of FMG meetings are forwarded to officers of the FMG member authorities for reporting back to the appropriate level.
Is there an agreement on how these decisions will be reported back and who are they reported to?	

How are Councillors involved and how are the partnerships' activities reported into the Council's democratic structure?	Cllrs Anthony Wright and Janice Eells represent NCC on this partnership. Core partners utilise their own decision making processes to approve key documents, for example new MoA's or the W and NN Management Scheme is presented to PTEW Overview and Scrutiny Panel and Cabinet for approval
Which Cabinet portfolio is the partnership linked to?	Waste and the Environment
How are conflicts of interest resolved?	Conflicts are infrequent. On the rare occasions that they do arise, they are resolved through dialogue and consensus building.
Do members of the partnership meet at the times set out in the agreement?	Yes- this includes two meetings each year of the Full Management Board to feed back to funding partners.

C. Added Value	Comments
How does this partnership add value?	By bringing together a wide range of organisations with different skills and resources, across various administrative boundaries to ensure strategic, consistent and effective approaches are applied to meet shared statutory obligations.
How do you demonstrate this added value to the public?	The Partnership produces an annual report, regular newsletters, and A Good Practice Guide, all of which are published on the Partnership website: http://www.esfjc.co.uk

D. Value for Money	Comments
How does the partnership ensure it provides the highest quality for the cost?	This is done through Partnership meetings. In addition, the collaborative work that is at the heart of the Partnership facilitates providing the highest quality for the cost.
How is the public made aware of how the partnership achieves value for money?	Through the Partnership's website see http://www.esfjc.co.uk

E. Performance management	Comments
Has your partnership set targets and, if so, how do you know which partnership targets you are meeting and which you have yet to meet?	Yes these are set within the partnerships Memorandum of Agreement and the annual Action Plan
Who reviews and reports progress and how often does this take place?	The Full Management Board reports back twice a year to the core funding partners on decisions taken and outputs produced.
Are targets reviewed from time to time and, if yes, who by?	Yes the Action Plan is reviewed and reported on annually.
How does the partnership agree action on targets that are not likely to be met?	Through the Full Management Board often on the recommendation of the Core Management Group.

F. Financial Management	Comments
Does the partnership agreement/constitution say who will provide the money?	Yes (see answer Q5 above).
Who can decide how to spend it?	The Project manager is authorized to approve expenditure in line with limits set by the Eastern Sea Fisheries Joint Committee. All expenditure is discussed and agreed by the Core Management Group and approved by the Full Management Board, wherever possible, and programmed into the annual Action Plan.
Can the money be reallocated and, if yes, who can authorise this?	No.
What are the financial reporting arrangements?	Accounts are maintained by the Eastern Sea Fisheries Joint Committee and are subject to their auditing procedures.

G. Risk management	Comments
Have you carried out a risk assessment of NCC's engagement with the partnership, using the Risk Management In Partnerships Guide, and if yes, when was that?	A specific risk assessment for this Partnership has not been carried out; however, a Memorandum of Agreement is in place which includes arrangements in the event of termination.
Has the partnership itself carried out a formal risk assessment of the partnership and if yes, when was that?	Risk management is carried out as an ongoing process through the meetings – a formal risk assessment has not been carried out but a Memorandum of Agreement is in place.
How does the partnership know if things are going wrong?	Regular monitoring reports on a 6 month cycle plus the Core Management Group meetings. In exceptional circumstances special meetings can be convened.
Who can take corrective action if necessary?	Ultimately through referral to FMB, by e mail if necessary. More straightforward day to day problems can be referred back through the line management chain to senior managers at Eastern Sea Fisheries.

H. Termination arrangements	Comments
Are there arrangements in place if the partnership comes to an end and, if so, what are they?	Yes – the Memorandum of Agreement includes provision for termination of the agreement. This includes information on distribution of surplus funds in the event of dissolution, obligations of funding partners in relation to redundancy payments notice periods for termination of the agreement.
Are there arrangements in place if NCC decides to no longer to be involved?	Yes - as above.
Is there a system for reallocating resources back to partners and, if so, what is it?	Yes – this is set out in the Memorandum of Agreement. Any surplus income remaining after eligible core expenditure has been settled will be returned to each core funder, in proportion to their contribution in that financial year.

I. Serving the public	Comments
Does the partnership have a communications policy and, if so, are you happy to share it with us/attach a copy?	Yes- there is a communications strategy
How effectively does the partnership communicate with the public?	Very effectively through web site updates, the Partnership's Annual Report, volunteer site monitoring scheme, and frequent articles in the local press and community newsletters.

NCC's nine Corporate Objectives

The nine corporate objectives are as follows:

1. To lead a strategic approach to the development of the Norfolk economy
2. To improve travel and transport
3. To help make Norfolk a safe place to live and work
4. To improve educational attainment and help children and young people to achieve their ambitions
5. To improve the health and well-being of Norfolk's residents
6. To improve opportunities for people to learn throughout life
7. To protect and sustain the environment
8. To build vibrant, confident and cohesive communities
9. To improve and develop Norfolk's cultural heritage and resources

Partnership Questionnaire

Part 1: Summary

1. Name of Partnership:	The Wash Estuary Coast Strategy Group					
Contact name:	John Jones					
Position/title:	Rural Environment Manager					
Telephone:	01603-224306					
Email:	John.jones@norfolk.gov.uk					
2. Main purpose of the Partnership: <i>Please outline:</i> <ul style="list-style-type: none"> • <i>Focus and key functions</i> • <i>An indication of scale (e.g. size of membership, number of volunteers, stakeholders)</i> • <i>The geographical area it serves</i> • <i>The size of the public it serves (e.g. approximate number of members of the public, inc. visitors)</i> 	<p>This partnership is non statutory, but is supported by national planning policy, and is guided by the Wash Estuary Strategy Group, whose overall objective is the “sustainable use of the Wash and its hinterlands, which recognises the relationship between land and sea, and overcomes various administrative boundaries”.</p> <p>The Wash is the largest estuarine system in England and it is internationally and nationally important for nature conservation and nationally important, in part, for its landscape. The core geographic area covered by the project activities includes The Wash embayment, associated habitats and the hinterland on the landward side of the sea banks and rivers with a maritime influence. Beyond this the projects boundary is not fixed, as it is instead guided by issues that have the potential to affect the Wash.</p> <p>The partnership was first formed in 1994 and the Wash Estuary Strategy Group produced the first Wash Estuary Management Plan in 1996 and a second and fully reviewed edition was launched in 2005. It provides a strategic framework for ensuring and promoting the sustainable use of the area’s resources in harmony with the prosperity of local communities to safeguard the heritage, wildlife, land and seascape features for future generations. The policies relate to economic regeneration, social development and environmental stewardship.</p>					
3. Category How would you best categorise the <i>primary</i> purpose of the partnership?		Yes	No		Yes	No
	Strategic	✓		Advisory and/or promotional	✓	
	Service delivery		✓	Co-ordinate and/or organise activity	✓	
	Other (please state):					

4. Legal status Is the partnership requirement of statute, recommended by Government guidance or voluntary?		Yes	No		Yes	No			
	Statutory		✓	In line with Government guidance	✓				
	Voluntary	✓		Other (please state):					
	Planning Guidance Note 20 on Coastal Planning 1992. Also EU Integrated Coastal Zone Management guidelines.								
5. Funding How is the partnership funded (on the basis of the last financial year)?	Source	Amount			Amount as % of total funding				
	Annual funding for the Partnership is set out in the Memorandum of Agreement (a copy of which has been placed in the Members Room), as follows:								
	Natural England	£5,000			14%				
	Norfolk County Council	£5,000			14%				
	Lincolnshire County Council	£5,000			14%				
	KL&WN Borough Council	£5,000			14%				
	Boston Borough Council	£5,000			14%				
	East Lindsey District Council	£5,000			14%				
South Holland District Council	£5,000			14%					
	Total	£35,000							
Note, the above figures cover core costs and are based on 2008/9 contributions – this excludes project funding which is drawn from a wide range of other sources, as agreed by the Secretariat on an annual basis, conditional on delivering additional outcomes to support the objectives of the Management Plan.									
6. What is the total budget?		Yes	No		Yes	No		Yes	Please specify
	Less than £50,000	✓		Between £50,000 & £249,000			£250,000 or over		

7. What is the term of any grant		Yes	No		Yes	No		Please state below
	1 year only			Annual	✓		Other	
8. Will this funding continue in the future?	The Memorandum of Agreement sets out annual contributions (as set out at 5 above) until March 2010							
9. NCC's resource contribution (a) What is NCC's annual time commitment?	Councillor representatives		No of people:	2	Days:	5		
	Officer representatives:		No of people:	1	Days:	15		
	Other (Admin)		No of people:	0	Days:	0		
(b) What is NCC's annual contribution?	Financial	£5,000	Other (e.g. use of facilities):		None			
10. Development (a) Where do you think the partnership currently is in term of its stage of development?		Yes	No		Yes	No		
	1. Forming <i>(very early stages)</i>			3. Performing <i>(clear roles and responsibilities and achieving its objectives)</i>	✓			
	2. Developing <i>(developing working practices)</i>			4. Evaluating <i>(objectives achieved, reviewing impact)</i>				
(b) Does the Partnership have a development plan and, if yes, are you happy to share it with us/attach a copy?	Yes	No	Comments:					
	✓		The partnership works to an agreed annual Business Plan					
(c) Is the partnership large or complex?	Yes	No	<i>(If yes, please give your reasons for saying so)</i>					
		✓						
(d) Who was involved in setting up the Partnership? <i>(For example, internal specialists such as Head of Law, Risk Team etc, or any external specialists.)</i>	Comments: Lincolnshire County Council.							

Part 2: Questionnaire

A. Rationale for the partnership	Comments
Is there a partnership agreement or constitution and, if so, are you happy to share it with us/attach a copy?	The Partnership has a Memorandum of Agreement – a copy has been placed in the Members Room.
Is there a stated reason why the partnership exists and, if so, what is it?	Main aim is to promote and support sustainable development and Integrated Coastal Zone Management
Does the partnership have agreed aims, and if so, what are they? <i>Please attach a copy.</i>	Yes – these are set out in the Memorandum of Agreement
Have the aims of the partnership been published and, if so, where?	Yes – on the Partnership website – see http://www.washestuary.org.uk
How do the partnership aims link to the County Council's 9 main objectives? <i>(Please see list at end of form)</i>	The Partnership mainly supports Aim 8: To build vibrant, confident and cohesive communities.

B. Governance arrangements	Comments
How are decisions made - is there a scheme of delegation that makes clear who can take decisions?	Through the Full Members Group supported by the Secretariat.
How are decisions recorded?	Minutes and action points are recorded at all meetings. The Partnership also produces an annual report.
Who makes sure they are acted upon and who scrutinises them?	The Full Member Group reports back annually to the core funding partners on decisions taken and outputs produced. Minutes of FMG meetings are forwarded to officers of the FMG member authorities for reporting back to the appropriate level.
Is there an agreement on how these decisions will be reported back and who are they reported to?	

How are Councillors involved and how are the partnerships' activities reported into the Council's democratic structure?	Cllrs Anthony Wright and George Nobbs represent NCC on this partnership. Core partners utilise their own decision making processes to approve key documents, for example new MoA's or the WESG Management Plan is presented to PTEW Overview and Scrutiny Panel and Cabinet for approval
Which Cabinet portfolio is the partnership linked to?	Waste and the Environment
How are conflicts of interest resolved?	Conflicts are infrequent. On the rare occasions that they do arise, they are resolved through dialogue and consensus building.
Do members of the partnership meet at the times set out in the agreement?	Yes- this includes two meetings each year of the Full Members Group to feed back to funding partners.

C. Added Value	Comments
How does this partnership add value?	By bringing together a wide range of organisations with different skills and resources, across various administrative boundaries to ensure strategic and consistent approaches are applied to meet common issues and problems.
How do you demonstrate this added value to the public?	The Partnership produces an annual report and regular newsletters, all of which are published on the Partnership website: http://www.washestuary.org.uk WESG also coordinates Wash Week annually as a platform for promoting the partnership.

D. Value for Money	Comments
How does the partnership ensure it provides the highest quality for the cost?	This is done through Partnership meetings. In addition, the collaborative work that is at the heart of the Partnership facilitates providing the highest quality for the cost.
How is the public made aware of how the partnership achieves value for money?	Through the Partnership's website see http://www.washestuary.org.uk

E. Performance management	Comments
Has your partnership set targets and, if so, how do you know which partnership targets you are meeting and which you have yet to meet?	Yes these are set within the partnerships Memorandum of Agreement and the annual Business Plan
Who reviews and reports progress and how often does this take place?	The Full Members Group reports back twice a year to the core funding partners on decisions taken and outputs produced.
Are targets reviewed from time to time and, if yes, who by?	Yes the Business Plan is reviewed and reported on annually.
How does the partnership agree action on targets that are not likely to be met?	Through the Full Members Group often on the recommendation of the Secretariat. Each of these meets a minimum of 3 times a year.

F. Financial Management	Comments
Does the partnership agreement/constitution say who will provide the money?	Yes (see answer Q5 above).
Who can decide how to spend it?	The staff team is authorized to approve expenditure in line with limits set by Lincolnshire County Council. Expenditure of £1,000 or more on an individual task should, wherever possible, be programmed into the annual Business Plan.
Can the money be reallocated and, if yes, who can authorise this?	No.
What are the financial reporting arrangements?	Accounts are maintained by Lincolnshire County Council and are subject to their auditing procedures.

G. Risk management	Comments
Have you carried out a risk assessment of NCC's engagement with the partnership, using the Risk Management In Partnerships Guide, and if yes, when was that?	A specific risk assessment for this Partnership has not been carried out; however, a Memorandum of Agreement is in place which includes arrangements in the event of termination.
Has the partnership itself carried out a formal risk assessment of the partnership and if yes, when was that?	Risk management is carried out as an ongoing process through the meetings – a formal risk assessment has not been carried out but a Memorandum of Agreement is in place.
How does the partnership know if things are going wrong?	Regular monitoring reports on a 4 month cycle plus the Secretariat meetings. In exceptional circumstances special meetings can be convened.
Who can take corrective action if necessary?	Ultimately through referral to FMG, by e mail if necessary. More straightforward day to day problems can be referred back through the line management chain to senior managers at Lincolnshire County Council.

H. Termination arrangements	Comments
Are there arrangements in place if the partnership comes to an end and, if so, what are they?	Yes – the Memorandum of Agreement includes provision for termination of the agreement. This includes information on distribution of surplus funds in the event of dissolution, obligations of funding partners in relation to redundancy payments notice periods for termination of the agreement.
Are there arrangements in place if NCC decides to no longer to be involved?	Yes - as above.
Is there a system for reallocating resources back to partners and, if so, what is it?	Yes – this is set out in the Memorandum of Agreement. Any surplus income remaining after eligible core expenditure has been settled will be returned to each core funder, in proportion to their contribution in that financial year.

I. Serving the public	Comments
Does the partnership have a communications policy and, if so, are you happy to share it with us/attach a copy?	The policy complies with Lincolnshire County Councils own communications strategy.
How effectively does the partnership communicate with the public?	Very effectively through the Partnership's Annual Report, environmental awareness education work with schools, and frequent articles in the local press and community newsletters, WESG coordinates Wash Week on an annual basis and is recognized as an excellent platform for promoting the partnership.

NCC's nine Corporate Objectives

The nine corporate objectives are as follows:

1. To lead a strategic approach to the development of the Norfolk economy
2. To improve travel and transport
3. To help make Norfolk a safe place to live and work
4. To improve educational attainment and help children and young people to achieve their ambitions
5. To improve the health and well-being of Norfolk's residents
6. To improve opportunities for people to learn throughout life
7. To protect and sustain the environment
8. To build vibrant, confident and cohesive communities
9. To improve and develop Norfolk's cultural heritage and resources

Revised programme for reviewing P&T Partnership working

The following sets out a proposed programme for reviewing partnership working on a two-yearly programme (using the questionnaire developed by Cabinet Scrutiny Committee).

Theme/area*	Partnerships	Findings reported to Review Panel
Community Safety	<ul style="list-style-type: none"> • Safety Camera Partnership • Norfolk Casualty Reduction Partnership – Road Casualty Reduction Group 	5 November 2008 – DONE.
Community strategic groups	<ul style="list-style-type: none"> • Cobholm and Litchfield Community Partnership • The Icen (Swaffham and District partnership) • Community neighbourhood management programme • Stalham with Happening Community Partnership 	January 2009 – DONE.
Environment and sustainability (part 1)	<ul style="list-style-type: none"> • NELM Development Trust • Norfolk Coast Partnership • The Wash and North Norfolk Coast (European Marine Site) • The Wash Estuary Coast Strategy Group • Norfolk Biodiversity Partnership 	March 2009
Environment and sustainability (part 2)	<ul style="list-style-type: none"> • Brecks Partnership • Great Yarmouth Car Parking Steering Group • CRED (Community Carbon Reduction Project) • Local Access Forums# 	July 2009
Passenger transport and sustainable transport	<ul style="list-style-type: none"> • Integrated transport partnership • Bittern and Wherry Line Community Rail Partnership# • Eaptis (Traveline East Anglia) • National Children's Bureau • City Schools Cluster (CIVITAS) • Liftshare Carbon Connections • CIVITAS 	September 2009
Health, social and well being	<ul style="list-style-type: none"> • Active Travel • KLWN Environmental Health • TITAN Steering Group 	November 2009

Theme/area*	Partnerships	Findings reported to Review Panel
Regeneration and infrastructure	<ul style="list-style-type: none"> • Great Yarmouth <i>inteGreat</i> • West Norwich Partnership • Griffin – North Walsham • Runham Vauxhall • Sheringham Partnership • South Yarmouth Community Partnership 	January 2010
Business and infrastructure	<ul style="list-style-type: none"> • Thetford Heritage and Tourism • Keystone development trust • Great Yarmouth Town Centre management • King's Lynn Town Centre Partnership 	March 2010
Climate change	<ul style="list-style-type: none"> • Norfolk Climate Change Partnership 	May 2010
Sustainable development Waste management	<ul style="list-style-type: none"> • Coastal Initiative Steering Group • Norfolk Waste Partnership 	July 2010
<i>General</i>	<ul style="list-style-type: none"> • <i>Review overall findings from two-year review programme.</i> • <i>Review partnership list.</i> • <i>Consider approach for future reviews.</i> 	September 2010

Note – the above programme does not include strategic partnership arrangements, e.g. P&T's Strategic Partnership, PFIs etc. The Cabinet Scrutiny questionnaire was not designed with these sort of partnership arrangements in mind and therefore would not necessarily be appropriate.

*taken from the corporate partnership database.

#completed questionnaire reviewed at PTEW Overview and Scrutiny Panel meeting 5 March 2008

Planning, Transportation, the Environment and Waste Scrutiny Overview Panel

4 March 2009

Item No. 15

Budget Monitoring 2008/09

Report by the Director of Environment, Transport and Development

Summary

This is the fourth report on budget monitoring for 2008/09 for the panel. The Panel previously requested that Economic Development be reported to the Cultural and Economic Development Panel only.

1. Revenue Budget

- 1.1. The Original revenue budget for 2008/09 was set at £98.407M (including £1.839M for Economic Development). The previous report noted that this budget has been revised upwards by £0.015M to £98.422M. The budget has now increased further by £0.025M to £98.447M. The change is due to corporate adjustments for accommodation charges (shown within Service Development and Support) and additional capital charges budget for Economic Development. Taking Economic Development out of the above figures means that the revised budget for the services reporting to this Panel is £96.587M.
- 1.2. As at the end of January 2009, the overall revenue budget, (excluding Economic Development), is forecast to be an overspend of £0.013M. In summary, this is a result of a revised (lower) estimated underspend in the waste disposal budget, due to an unexpected increase in December. We are also now anticipating an overspend on winter maintenance as a result of the prolonged period of cold weather. This is shown as a provision against the commuted sums reserve, which will have to be made good as resources permit. Within this overall figure there are individual variances. The detailed variances are reported in Appendix A. The previous monitoring report was forecasting an underspend of £0.340M therefore there has been a movement of £0.353M.

2. Financially Beneficial Variances

- 2.1. Financially beneficial variances are those where expenditure is less than expected or income higher than expected. Such variances can come about through obtaining better value but may also be the result of services not being delivered or projects slipping beyond the end of the financial year. The effect of a beneficial variance is to provide more money within the year to meet service objectives.

	£000's
2.2. Programme Management Group – various underspends	52
2.3. Highways Operations Group – overall performance	88

2.4.	Highways Operations Group (Contributions from Initiatives) – Small increase in anticipated savings from Initiatives.	104
2.5.	Environment Partnership and Policy – Various minor underspends.	9
2.6.	Waste – Disposal increased in December (out of line with previous experience) and recycling credits were higher at Norwich and Kings Lynn. Being kept under review due to volatility of figures.	264
2.7.	Service Development and Support – increased underspend due to Departmental and Central Support efficiencies	143
2.8.	A) Total financially beneficial variances	<hr/> 660 <hr/>
3.	Financially Adverse Variances	
3.1.	A financially adverse variance is one where either expenditure is higher than expected or income lower than expected. The result is that we have less money left to fund our other objectives.	
		£000's
3.2.	Passenger Transport Group – minor overspend	(2)
3.3.	Strategy and Performance - Anticipated cost in respect of planning appeal	(70)
3.4.	Strategy & Performance – Overspend against Local Development Framework budgets (partly due to increased consultation costs)	(257)
3.5.	Strategy & Performance – Reduced income from S106 agreements etc due to downturn in the housing market.	(200)
3.6.	Environment Operations – Deletion of historical income targets as well as long term staff cover.	(45)
3.7.	Finance and Procurement - additional temporary staffing costs.	(99)
3.8.	B) Total Financially adverse Variances	<hr/> (673) <hr/>
3.9.	Net Position (B-A)	<hr/> (13) <hr/>
3.10.	Efforts are on-going to maximise income from S106 and S38 agreements following the downturn in the Housing Market and this will continue into the new financial year. However, since the current market is affecting developers' position to complete projects we are assuming a reduction S106 and S38 income in 2009/10 and provision has been made for this as part of Service Planning.	

4. **Capital Programme**

- 4.1. The total capital programme for 2008/09 including Economic Development is £61.078M. Members have requested that Economic Development be reported to the Cultural and Economic Development Panel rather than here. Taking Economic Development out of the above figures means that the revised programme for the services reporting to this Panel is £57.275M.
- 4.2. The total capital programme is split into two sections – Highways Capital and Other Services Capital ,
- 4.3. Highways Capital revised budget for 2008/09 is £53.779M. The forecast is £0.303M over programmed (to allow for slippage due to various factors). This is typical for this time of year and the programme will be managed to ensure that by the end of the year this will spend to budget.

Hence, the adjusted forecast at this stage is that there will be no variance at the year end.

The detailed schedule is yet to be updated and is therefore not included as an appendix to this report at this stage.

- 4.4. Other Services Capital budget for 2008/09 is £4.170M. There have been adjustments to various schemes that have resulted in the budget being increased to £4.278M. The forecast shown on Appendix B1 is an overall underspend of £1.710M. However, this is made up of a carry forward (to 2009/10) of £0.636M for Drainage Improvements and a further carry forward (to 2009/10) of £1.074M for Closed Landfill Sites.

Hence, the adjusted forecast at this stage is that there will be no variance at the yearend.

5. **Balances held in Reserves / Funds**

- 5.1. These are listed in Appendix C. The total reserves were £13.658M as at 1 April 2008 including Economic Development. Members have requested that Economic Development be reported to the Cultural and Economic Development Panel rather than here. Excluding Economic Development the reserves were £13.356M.

These are forecast to reduce to £9.608M (a decrease of £3.748M) by the end of the financial year. The previous monitoring report forecast reserves of £10.141M hence there has been a decrease in reserves of £0.533M.

A further reserve is being created in respect of Speed Awareness Courses (run on behalf of the Police). It was agreed within the Service Level Agreement that any surpluses generated by these courses would be reinvested within Road Safety. Any surpluses generated will therefore be put into a Reserve designated Road safety.

The forecast movements from the November 2008 position (reported to the Panel in January 2009) are detailed below: (and are shown in detail in the column headed "Change from previous forecast" in Appendix C :-

	£000's Increase / (Decrease)
5.3. Commuted Sums - Travel Plans	7
5.4. Commuted Sums – within Highways Maintenance Fund, to fund additional Winter Maintenance costs as a result of the prolonged period of cold weather as detailed in 1.2	(489)
5.5. Highways Operations – Pay & Conditions, utilisation of reserve	(200)
5.6. Waste Partnership Fund – reduced forecast of expenditure for 2008/9	149
Total Net Movements This Period	(533)
Total Net Movements Previous Period	(3,215)
Total Net Movements From 1 April 2008	(3,748)

6. Partnerships

- 6.1. The County Council is involved in many partnerships with District Councils, voluntary bodies etc. In some cases it is contributing from the budget to one of the other partners who takes the lead, including acting as Treasurer. However quite often the County Council is the lead partner and deals with the accounting and financial arrangements. The Head of Finance (Corporate Finance) is concerned at the potential risk to the County Council if any problems arise with a partnership and has asked that the larger partnerships ie with an annual turnover in excess of £500,000 be regularly reported.
- 6.2. The cost of landfill disposal in Norfolk has increased significantly. The County Council has, as one of its eight main objectives, the aim of reducing the amount of waste produced. Working with partners, through the Norfolk Waste Partnership (comprising all eight Norfolk Authorities) a number of waste minimisation and education initiatives are aimed at first reducing the amount of waste produced and secondly increasing the recycling percentage of that which remains. The forecast expenditure for 2008/09 has reduced by £0.149M to £0.998M. The balance of this partnership is shown in the Waste Management Partnership Fund Reserve. Whilst the expenditure will support the objectives of the waste management partnership, it also supports a number of wider County Council projects, such as the residual waste treatment contract, and therefore the fund is wholly County Council funding.
- 6.3. The P&T Partnership (P&T, May Gurney and Mott MacDonald) is the main vehicle through which Planning and Transportation deliver services to the community. Following a procurement exercise separate contracts have been let between the County Council and each of the other partners. Although the other two partners do not have a contract with each other in respect of the P&T Partnership their contracts with NCC requires a degree of interaction between

them. This does not in a legal sense form a partnership but it is operated as one in order to maximise the benefit to NCC and following the principles of 'Rethinking Construction.' In terms of risk we seek to integrate activities to our mutual financial advantage whilst retaining the capability to operate independently. This is recognised by a number of mechanisms that reward cost reduction initiatives by sharing those benefits between the partners. To 31 March 2008, this initiatives scheme generated savings of £13.600M with a further £1.741M forecast for 2008/09. Partners are also paid for direct services provided e.g. design and maintenance work.

Actual expenditure for the partnership is expected to be £42.000M for 2008/09 and this will be contained with the Planning & Transport Capital and Revenue budgets.

6.4. The Norwich City Agency is an agreement by which Norwich City Council has, since 1 April 1974, acted as agent of the County Council for various highways and traffic functions relating to Highways matters within the City boundary. A joint committee oversees the operation of the agency and certain other functions of the County Council and advises the County Council on various matters relating to highways and traffic in the City of Norwich. The County Council reimburses the City Council for the expenditure it properly incurs in respect of any maintenance or capital works carried out and pays the City Council its reasonable and proper fees for carrying out those functions. For 2008/09 the forecast revenue and capital expenditure of the agency is £6.616M (Capital £4.215M and Revenue £2.401M). These amounts have been contained within the overall spend for Planning and Transportation.

6.5. A new Safety Camera Partnership has superseded the former Casualty Reduction (Safety Camera) Partnership. The new partnership is wholly funded by LTP paid to the County Council. While the partnership membership and ethos remains the same, the fundamental change in the funding arrangement makes it more appropriate for the future reporting of this partnership to be included under the revenue budget variations together with other casualty reduction expenditure.

This partnership contributes to the County Council objective to reduce the number of people killed or seriously injured on roads – overall figures are on target and the steady reduction in the number of deaths and serious injuries remains positive. Increased government funding attracted as a result of our excellent LTP is being directed at casualty reduction. Nevertheless, in line with the importance of this issue we have set ourselves demanding targets. Of concern is the number of child casualty rates, which are higher than the same point in the previous year, although the trend in actual numbers this year is reducing.

7. **Resource Implications**

7.1. **Finance** : Outlined in the report.

7.2. **Staff** : None.

7.3. **Property** : None.

7.4. **IT** : None.

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

8.1. No direct crime and disorder implications as a consequence of this report.

Action Required

The Panel is requested to:

- (i) Comment the content of this report.
- (ii) Decide if there are any issues which need to be referred to Cabinet.

Background Papers

Officer Contact

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

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If you need this report in large print, audio, Braille, alternative format or in a different language please contact Simon Smith on 01603 223144 or textphone 0844 8008011 and we will do our best to help.

Planning & Transportation
Summary statement - Revenue a/c

Period: 10

M1

	FULL YEAR								Comments on forecast outturn
	Original budget £ 000	Revised budget £ 000	Change £ 000	Forecast outturn £ 000	Previous Forecast outturn £ 000	Change from previous Forecast £ 000	Forecast (over) / under spend £ 000	Forecast (over) / under spend %	
1 PLANNING & TRANSPORTATION SERVICES									
a Passenger Transport Group	8,196	8,196		8,198	8,192	(6)	(2)	0.0%	
b Highways Programme Management Gro	21,186	20,861	(325)	20,809	20,731	(78)	52	0.2%	
Highways Maintenance Budget	27,110	27,110		27,110	27,299	189		0.0%	
City Agency	1,986	1,986		1,986	1,986			0.0%	
	50,282	49,957	(325)	49,905	50,016	111	52	0.1%	
c Highways Operations Group	(293)	32	325	(56)	(189)	(133)	88	n/a	Job costs continue to suffer due to weather / winter actions
Contribution from Initiatives	(1,120)	(1,120)		(1,224)	(1,135)	89	104	9.3%	Additional contribution from Ops
	(1,413)	(1,088)	325	(1,280)	(1,324)	(44)	192	17.6%	
e Strategy & Performance	3,847	3,877	30	4,404	4,269	(135)	(527)	-13.6%	S38 and S106 income forecast reduced further as no major agreements looking likely to be signed off this year. £1m waiting to be signed.
PLANNING & TRANSPORTATIC	60,912	60,942	30	61,227	61,153	(74)	(285)	-0.5%	
2 WASTE & ENVIRONMENT SERVICES									
a Environment Operations	1,751	1,751		1,796	1,808	13	(45)	-2.6%	Overspend has been managed down by Management team
b Environment Partnership & Policy	1,175	1,145	(30)	1,136	1,137	1	9	0.8%	

c Waste	28,346	28,346		28,082	27,752	(330)	264	0.9%	Waste Disposal increased in December higher than expected, closed landfill costs increased due to more work being required on sites and recycling credits from Norwich and Kings Lynn higher than expected
WASTE & ENVIRONMENT sub t	31,272	31,242	(30)	31,014	30,697	(317)	228	0.7%	
3 BUSINESS SUPPORT SERVICES									
Service Development and Support	3,784	3,803	19	3,660	3,706	45	143	3.8%	Increased underspend due to Departmental and Central Support efficiencies
Finance & Procurement	600	600		699	687	(12)	(99)	-16.5%	Temporary staff and contracted services
BUSINESS SUPPORT SERVICE	4,384	4,403	19	4,359	4,393	33	44	1.0%	
4 PLANNING & TRANSPORTATIO	96,568	96,587	19	96,600	96,243	(358)	(13)		

Summary**Appendix B**

Scheme Name	Project	Spend Project to date (Prior Years)	2008/09 Programme	2008/09 Out -turn	2008/09 Variance	Spend To date - Current Year	2008/09 Carry Forward	Over/ (Under) Spend	2009/10 Out-turn	2010/11 Out-turn	Total Spend for project
Closed Site Management	CSM000	1,725	-2,523	-2,523	0	0	0		0	0	-798
Closed Waste Site Restoration (Beetley)	BEETLEY	4,566	0	0	0	0	0		0	0	4,566
IT Schemes over £20,000 each	IT>20K		557,506	557,506	0	0			0	0	557,506
Travellers Site	TRAVSITE	938	0	0	0	0	0		0	0	938
Kings Lynn HWRC Improvements	KLHWRC	520,417	793,916	793,916	0	793,916	0		0	0	1,314,333
Closed Landfill Sites-Capping & Restoration	CLS000	29,156	1,852,847	778,634	-1,074,213	778,634	-1,074,213		1,074,213	0	1,882,003
PROW Programme	PQ0024		22,432	22,432	0	44,569	0		0	0	22,432
Waste Performance & Efficiency Grant	WPEG		0	0	0	0	0		0	0	0
Contract B	PQ3805	14,341	-669,350	-669,350	0	137,789			0	0	-655,009
Drainage Improvements	DRIMPS	995	1,713,000	1,077,054	-635,946	143,150	-635,946		635,946	540,000	2,253,995
Dereham HWRC	PQ3001		0	0	0		0		0	0	0
Contract B - Exp 0809	PQ3805A		0	137,789	137,789	0	137,789		0	0	137,789
Adjustment to other scheme-cover exp contract B 0809	ADJ		0	-137,789	-137,789	0	-137,789		0	0	-137,789
Growth Point - Catton Park	PQ4000		10,440	10,440	0	10,440	0		0	0	10,440
TOTAL		572,137	4,278,268	2,568,109	-1,710,159	1,908,498	-1,710,159	0	1,710,159	540,000	5,390,405

Planning & Transportation

Period: 10

Projected balance on Reserves and Provisions at 31st March 2009

M2	FULL YEAR						
	Opening balance 01.04.08 £ 000	Current balance 31.01.09 £ 000	Change Year to Date £ 000	Forecast outturn balance £ 000	Previous Forecast £ 000	Change from previous Forecast £ 000	Forecast (utilisation) / addition to balance £ 000
1 PLANNING & TRANSPORTATION							
Park & Ride refurbishment	116	0	116	115	115		(1)
De Registration of Bus services	20	0	20	20	20		
Demand Responsive Transport	250	0	250	250	250		
Bus Station maintenance	200	0	200	200	200		
Commuted Sums Public Transport	55	52	3	52	52		(3)
Commuted Sums Travel Plans	57	57	(0)	57	50	7	
Commuted Sums Highways Maintenance	2,697	2,686	11	1,938	2,427	(489)	(759)
Parking Receipts/ Section 74	1,101	1,101	(0)	1,078	1,078		(23)
HMF Provisions	1,536	1,536	(0)	266	266		(1,270)
PMG R & R Funds	178	171	7	172	172		(6)
Street Lighting PFI	780	794	(14)	794	794		14
HOPS Appropriations Account	260	260	(0)	260	260		
HOPS Pay & Conditions	200	200	0		200	(200)	(200)
HOPS R & R General	225	225	(0)	225	225		
HOPS Depot De-commissioning	17	17	(0)	17	17		
HOPS Depot R & R (improvements)		479	(479)				
HOPS R & R Vehicles	1,940	1,940	(0)	1,940	1,940		
Car Lease Scheme	393	383	10	503	503		110
Accommodation R&R (office accomodation)	657	158	499				(657)
NATS fees	150	150	0				(150)
Strategy & Performance 3rd river crossing	300	59	241	29	29		(271)
Strategy & Performance Thetford Asset review		0	0	30	30		30
PLANNING & TRANSPORTATION sub total	11,132	10,269	863	7,946	8,628	(682)	(3,186)
2 WASTE & ENVIRONMENT							
Environment Operations - R & R	38	25	13	25	25		(13)
European funding	63	60	3	60	60		(3)
Historic Building reserve	120	120	(0)	120	120		
Waste Partnership Fund	423	1,772	(1,349)	774	625	149	351
Kings Lynn R & R	320	320	0				(320)
Waste Vehicle Replacement R & R	40	40	0	3	3		(37)
WASTE & ENVIRONMENT sub total	1,004	2,338	(1,334)	982	833	149	(22)
4 BUSINESS SUPPORT SERVICES							
Service Development and Support (IT funds)	1,220	1,121	99	680	680		(540)
Finance & Procurement							
BUSINESS SUPPORT SERVICES sub total	1,220	1,121	99	680	680		(540)
6 PLANNING & TRANSPORTATION TOTAL	13,356	13,728	(372)	9,608	10,141	(533)	(3,748)

Planning, Transportation, Environment and Waste Overview and Scrutiny Panel

4 March 2009

Item No. 16

Service Planning 2009-12

Report by the Director of Environment, Transport and Development

Summary

Overview and Scrutiny Panel Members are invited to look at Planning and Transportation's 'suite' of Service Plans 2009/12 to consider any service areas for further scrutiny and monitoring. The plans must show contribution to the relevant County Council Plan objectives in a clear and concise manner following the 'golden thread' principle.

1. Background

- 1.1. Overview and Scrutiny Panel will recall that a report in November gave an initial view of service planning for 2009/12 including key challenges and budgetary issues facing each service. This report covers the next stage of plan delivery with an overview of draft service plans, highlighting key identified activities.

2. Changes for 2009/12

- 2.1. Service plans for 2009/12 follow the corporate template introduced last year. However the template has been modified slightly in order to demonstrate delivery of service objectives by using the most appropriate and meaningful medium whether this is through activities or performance measures.
- 2.2. A page has also been introduced into plans to identify activities that contribute to corporate objectives that do not feature within the main body of the plan but add extra value to an objective or where an issue has wider impact across other NCC services. This has been used to demonstrate the wider impact of service delivery and promote cohesive and integrated service delivery across the authority. For example, activities underway by Passenger Transport Group in the form of providing transport for community activities and day opportunities will have a wider impact upon the health and wellbeing of Norfolk residents. Enabling individuals without means of transport to take part in the community and highlighting the link between Passenger Transport and Adult and Children's Services.
- 2.3. The Economic Development Unit's service plan has been included in Planning and Transportation's suite of plans following its integration into the Department last year.

The Economic Development service plan will be considered in detail by the Economic Development and Cultural Services Overview and Scrutiny Panel.

- 2.4. An extract of this years plans and Single Impact Assessments for the Passenger Transport service has been included as [Appendix A](#) to help illustrate the format of this year's plan.

A copy of the full set of Service Plans is available in the Members' Room. Copies can be made available to Members on request.

2.5. **Key Activities for Services**

- 2.6. The following are overviews of the key areas of activity broken down by Service derived from the draft service plans.

2.7. **Strategic Land Use and Transport Planning**

- 2.8. Key areas will include activities that address the Growth Agenda and sustainable development issues through minimising the impact of new development. There will be a particular emphasis on progressing NATS and the Joint Core Strategy for the Greater Norwich Growth Point, including the potential eco-community at Rackheath and further work on the King's Lynn Area Transport Strategy. The service will also be building upon the success of the current Local Transport Plan and developing the next plan - LTP3. Effective lobbying for improved infrastructure and providing transport advice on major schemes such as the Third River Crossing in Great Yarmouth will continue in order to ensure the best outcome for Norfolk.

A key challenge for the service will be continued work around climate change and progressing the carbon management programme, through an influencing role and continuation of work in partnership across the Authority.

Civil Parking Enforcement is due to be introduced in April 2010 throughout Norfolk. This is a major undertaking and a significant challenge in terms of public communications.

The whole service has a financial challenge due to the reduction in income from developers via S38 / S106 fees as a result of the current economic downturn.

2.9. **Minerals and Waste Planning**

- 2.10. Ensuring that the key targets for Minerals and Waste planning applications are met will continue to be a significant part of the Service's work. Implementation of national, regional and local planning policies in response to planning applications for development and formulation of local planning policy means that the Norfolk Minerals and Waste Development Framework will be reviewed during the lifespan of the service plan. The service will provide pre-application planning advice for the NDR.

2.11. **Economic Development**

(To be considered by Economic Development and Cultural Services Overview and Scrutiny Panel.)

- 2.12. Central to Economic Development's service plan will be measures to monitor and address the economic downturn, including initiatives to support business growth and the creation of higher value jobs, and a wide-ranging marketing campaign to promote Norfolk as a business location.

In addition to working with partners on the delivery of relevant economic national indicators, 2010 also sees the introduction of a new statutory duty for upper tier authorities to carry out an economic assessment of their area. The team will work with colleagues, such as Shaping Norfolk's Future, to build the evidence base for this assessment.

The service will also play a key role in the delivery of the Growth Agenda, in particular, working with partners on the development of the Norwich Research Park and the production of Integrated Development Programmes (IDPs) for growth areas around the county.

2.13. **Highways**

- 2.14. Key areas of activity for the Highways service include maintaining and improving Norfolk's transport infrastructure, improving journey reliability and improving highway safety. Along with other services, Highways will be responsible for delivery of the Growth Agenda, concentrating upon Norwich and Kings Lynn. Further development of the Norwich Area Transport Strategy including the NDR will be ongoing through-out the lifespan of the plan.

Assessing and addressing the implications of the Pitt Report (covering the lessons learnt from the 2007 floods) will require further work.

Improving Highway Safety will build upon current schemes to improve road user behaviour including speed awareness courses, cycling training and ensuring that all highway improvement projects are subject to independent safety audits as well as progressing the Rural Demonstration project looking at innovative casualty reduction measures. Working in partnership with the Police, Fire and Rescue, health professionals and the Highways Agency the Service aims to develop and implement a programme of engineering projects, education initiatives and enforcement.

Work will also continue in addressing issues such as designing for the future, reducing maintenance and improving sustainability of the asset.

Reducing the effect that this service has on the environment via the continuation of the project to divert construction waste from landfill and changing the type of highway construction vehicle we use to increase efficiency and reduce carbon emissions, will be another key theme.

2.15. **Passenger Transport**

2.16. Passenger Transport will be aiming to increase customer satisfaction and better meet customer expectations in the coming year, building on successes from this year. Activities will include implementing a real-time SMS texting service across Norfolk and improved departure information for passengers in King's Lynn and Great Yarmouth bus stations, increasing the number of ways customers can provide feedback on the services they receive, and introducing multi-operator tickets. Access for blind and visually impaired people at Norwich bus station will be improved. The service will also be focussing on the changing agenda for Adult Social Services and Children's Services, which aims to give more choice to service users, to ensure that appropriate and efficient transport is provided.

2.17. **Environment**

2.18. Activities seek to demonstrate and strengthen the service's influencing role not only within Planning and Transportation but also through other strategic work such as the Regional Spatial Strategy and Growth Points. Improving the health and well-being of Norfolk residents through improving access to the countryside and supporting schemes such as the Norfolk Community Woodland scheme as well as delivering statutory duties such as those in respect to PROW (Public Rights of Way). Enhancing the county's environment, landscape and cultural heritage is also a key area of activity. Improved web based information will also allow customers to find out more and increase their ability to access the services on offer and the Norfolk countryside.

2.19. **Waste**

2.20. Many of the actions from the 2008/09 service plan still remain key to service delivery. Minimising the amount of household waste through awareness raising and maximising recycling continues to be a high priority, along with determining sustainable methods for disposing of municipal waste. The service will assist in delivery of the objectives contained within the authority's Carbon Management Strategy and continue to work in partnership with key stakeholders to improve waste disposal within the County. The customer will be an area of focus in particular in relation to Recycling Centres. Actions have been included within the service plan in order to monitor satisfaction levels and training for all Recycling Advisors in order to ensure a consistent approach to customer service.

2.21. **Value for Money**

2.22. All services have completed a review of value for money (VFM) in order to determine actions for improvement where appropriate. An assessment of services where benchmarking information is available does not show any areas for concern.

In order to improve VFM Planning and Transportation are undertaking various activities as part of the efficiencies programme. Work continues in order to identify potential savings through the P&T initiatives and efficiencies programme helping us to improve the way that we work and embed a culture of best practice. Efficiencies from work undertaken to review transport networks and changing processes will continue within Passenger Transport in partnership with Children's and Adult Services.

2.23. **Risks / Pressures**

2.24. Risks against achieving corporate objectives have been identified within the appropriate service plan. Mitigation against these risks will be monitored as part of the departmental risk management process.

2.25. **Single Impact Assessments**

2.26. The 'whole service' approach has also been demonstrated through completion of Single Impact Assessments which require the service to review its impact against cross-cutting issues such as accessibility and community cohesion in order to identify any areas for improvement and where appropriate put activities in place to address them. Where appropriate actions have been included within service plans in order to address significant issues.

2.27. **Customer Focus**

2.28. Customer Focus is a key area of activity for the Department. In addition to the specific section on customer service covering the '10 determinates of quality' within each plan, services have identified, where relevant, specific areas of activity against Corporate Objective A – Customer Focus.

3. **Resource Implications**

3.1. **Finance** : Issues are addressed within the Service Plan and were reported to November and January Overview and Scrutiny Panels.

3.2. **Staff** : Issues are addressed within the Service Plan

3.3. **Property** : Issues are addressed within the Service Plan

3.4. **IT** : Issues are addressed within the Service Plan

4. **Other Implications**

4.1. **Legal Implications** : None

4.2. **Human Rights** : None

4.3. **Equality Impact Assessment (EqIA)** :

A full programme of equality impact assessments has been carried out covering all Planning and Transportation activities, and these will be reviewed during the coming service planning process. However, this report is not directly relevant to equality in that it is not making proposals which may have a direct impact on equality of access or outcome.

4.4. **Communications** : Covered within the Service Plans

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

5.1. Issues are addressed within the single impact assessments

6. **Risk Implications/Assessment**

6.1. Relevant risks and opportunities have been identified within the Service Plans

7. **Alternative Options**

7.1. None

8. **Conclusion**

8.1. The P&T suite of service plans demonstrate each Service's contribution towards achieving the three Strategic Ambitions, nine Corporate Objectives and cross-cutting issues such as VFM and customer focus. It is used as an important 'live' planning tool to monitor, manage and demonstrate accountability following the golden thread principle. Progress against the activities, performance measures and risks included within the plans will be monitored on a monthly basis using Prism and reported to Overview and Scrutiny Panel on a quarterly basis.

Action Required

- (i) Overview and Scrutiny Panel Members are invited to review the Plans and to consider any service areas for further scrutiny and monitoring.
- (ii) Overview and Scrutiny Panel members are asked to consider whether there are any elements of the Plans that they would like to look at in more detail at a future meeting

Background Papers

Complete P&T Service Plans (available in the Members' Room or at Members Insight)

Officer Contact

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

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If you need this report in large print, audio, Braille, alternative format or in a different language please contact Nick Haverson on 01603 228864 or textphone 0844 8008011 and we will do our best to help.



Passenger Transport

Planning & Transportation

Service Plan 2009-12

Tracy Jessop

Published March 2009

 **Norfolk** County Council
@ your service

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Service profile for Passenger Transport

Service description The Passenger Transport Group manages the passenger transport network in Norfolk through an integrated approach to transport planning, bringing together education, social care and community transport with the local bus and rail network.

Service activities and volumes The Group is responsible for:

- Overseeing the provision of around 26m bus passenger journeys per year
- Providing essential local transport services to increase access to services
- Assessing eligibility and providing transport for around 25,000 school and college students
- Providing specialist transport for children and adults with special needs and disabilities
- Organising transport for around 3,500 adults who are receiving social care
- Coordinating the provision of community transport
- Organising around 65,000 journeys with volunteer drivers for people without access to transport
- Managing 6 Park and Ride sites around Norwich (3.5m passenger journeys per year)
- Managing Norwich bus station, which receives 10m visitors per year
- Providing marketing and publicity for the transport network
- Maintaining nearly 1,000 public transport information points
- Coordinating the provision of public transport infrastructure through the capital programme
- Coordinating the development of initiatives like real time information and SMS timetable information

Customer profile

- Department of Children's Services
- Department of Adult Services
- School children aged 5-16 (including those with special needs and disabilities)
- Students in post 16 education (including those with special needs and disabilities)
- Adults receiving social care (including those with special needs and disabilities)
- Bus passengers (including those with special needs and disabilities)
- Park & Ride customers
- All residents of and visitors to Norfolk are potential customers.

Strategic partners

The Group is currently working with the East of England Ambulance Trust and Voluntary Norfolk to provide the integrated Transport Plus service – transport for adults to attend social care, medical appointments and activities to promote general wellbeing.

Area context

The service is delivered county-wide.

The changing context for service delivery

External drivers

- The Education & Inspections Act 2006, which gives more focus on providing sustainable transport and increased transport provision to families on low income.
 - Educational reforms for students aged 14-19, including the delivery of diplomas and applied learning.
 - National Concessionary Travel Bill which provides free travel on local bus services for the over 60s and disabled passengers.
 - Increased customer expectations for 'on-demand' services, e.g. transport, information.
 - Increased expectation of 'more choice', e.g. transport, education, day service.
 - Local Transport Bill.
 - Modern Social Care, including individualised day services for clients and individual budgets to allow more choice for service users.
 - Climate change and sustainability.
 - Traffic Management Act.
 - Growth Points.
 - Beyond Gershon.
 - Industry inflation rates rising higher than internal budget inflation rates.
-

Internal drivers

- Changes in education transport policy.
 - Review of day opportunities for adults receiving social care.
 - The corporate efficiency programme.
 - The need to reduce the operating cost of Park & Ride.
 - Customer Care Standards and the Customer Care Strategy.
-

Reviewing performance

Last year's performance

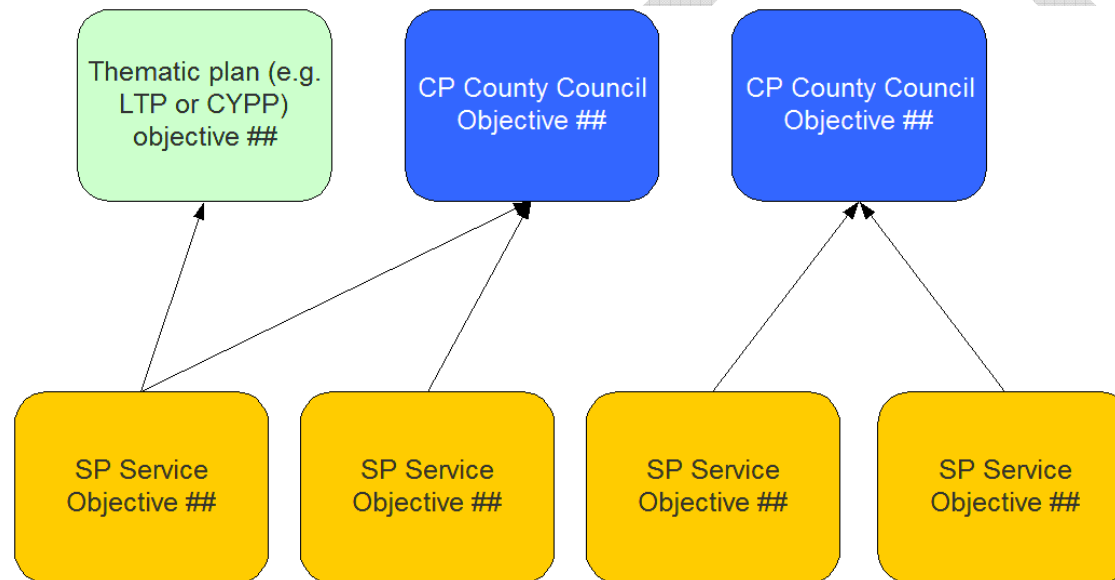
- Bus patronage continued to rise this year, bucking the trend of national decline.
- The performance of bus services has improved significantly this year, with almost 80% of buses now running on time.
- Park & Ride use increased during August and September when a 'summer sale' was held, but overall usage was down. Cabinet approved a change to pay per person from spring 09, meaning concessionary pass holders will now get free travel.
- School Run & Ride continued to grow and was very popular, with 17,000 journeys made by the end of January.
- Another flexibus service was launched in December, this time in the North Walsham area.
- The LEZ (low emission zone) was implemented on Castle Meadow and several operators updated their vehicles to be Euro3 compliant.
- A new service between the N&NUH and Costessey Park & Ride started in September, with a promotional £1 return fare offered. Passenger numbers have been good.
- The implementation of the Electronic Bus Service Registration system continued to go well, with successful testing and installation.
- Further information kiosks have been installed in King's Lynn, Great Yarmouth and at Castle Meadow in Norwich, and more are planned at the UEA and at Holt.
- 300 bus stops around the county were upgraded to be DDA compliant.
- The first solar powered bus shelters were installed at Broadland Business Park.
- The passenger transport efficiency project continued in its second year, achieving over £300k of efficiencies through better utilisation of transport and more efficient processes.
- CCTV was installed on more school buses, to help with improving behaviour.
- The transport organisers for adult social care formally 'moved in' with the transport organisers for non-emergency patient transport and an integrated journey planning service is now being implemented.
- The role of Voluntary Norfolk and the CarLink volunteer car driver scheme was reviewed, resulting in the planning of wellbeing journeys now being done by NCC while Voluntary Norfolk retain the driver recruitment, training and management element of the service. 25 new drivers have been recruited under this new arrangement, and the cost per journey has decreased due to the more efficient planning.
- A close working relationship was formed between Passenger Transport and the Children's Services 14-19 implementation group, in order to effectively plan the delivery of the enhanced 14-19 curriculum.
- A 'real time bus times by text' campaign took place in March 09 aimed specifically at young people.

Delivering outcomes

The following causal map demonstrates how Passenger Transport helps its customers experience better outcomes. These outcomes are expressed through *Norfolk Ambition*, through *County Council Plan* objectives, and through objectives within key thematic plans. The service objectives identify how the service delivers these outcomes.

Service plan map for Passenger Transport

[Note: The below map is an example. This will be updated once the plan is input into Prism]



Contribution to Strategic Ambitions

- **An inspirational place with a clear sense of identity** – A good transport system allows people to continue living in the local community, meaning communities can then retain their sense of identity.
- **A vibrant, strong and sustainable economy** – Improved local transport gives people access to employment and education, thus helping the local economy.
- **Aspirational people with high levels of achievement and skills** - Service objective CP04.23 contributes directly towards young people achieving their educational aspirations and improving skills, by giving them easy access to a range of educational opportunities.

Corporate Objective 2. To improve travel and transport

Service Objective Provide safe, reliable, accessible and affordable transport
CP02.03

Responsible officer Tracy Jessop, Head of Passenger Transport

What success would look like A fully integrated transport service, which is affordable and accessible and allows changes from one service or mode of transport to another, which the customer has confidence in because the service is safe and reliable and they have access to sufficient information about the service.

Performance measures

Indicator	LAA no. if applicable	Result 08/09	Target 08/09	Target 09/10	Target 10/11	Target 11/12
NI177 (passenger journeys)	N/A		27,015,808			
Number of Park & Ride passenger journeys	N/A		3,300,000	3,300,000	3,500,000	3,675,000
NI178i (% of lbs buses starting route on time)	N/A		86	88	90	95
NI178i (% of lbs buses on time at intermediate points)	N/A		74	77	80	85
% of accessible lbs vehicles	N/A		64	66	68	75

Service actions

Action	Milestones – 6 months	Milestones – 12 months	Owner
Contribute to the development of NATS Plus to ensure a prioritised implementation package for the Greater Norwich Area.	Advice provided and a list of transport measures agreed.	An agreed final implementation package in place.	Mary Richards
Introduce a new flexibus service, by March 2010, to increase public transport availability and accessibility (contributes to NI 175 – access to services).	Public meetings held. Services tendered and contracts awarded.	Promotion and marketing. Services fully operational.	Dee Jackson

Undertake a scoping exercise for a centralised demand responsive transport planning centre, by March 2010, to increase the efficiency of the DRT network and provide more options for transport customers.	Volume of calls investigated and scope of DRT services to be included identified.	Location, resources required and costs identified. Business case written if appropriate.	Dee Jackson
Deliver Park & Ride service within budget for 09/10.	Pay per person implemented. Season tickets and business club reviewed. Marketing and promotional activities carried out. Users surveyed.	Usage increased. Car parking monitored and enforcement considered if free car parking being abused.	Tina Rust
Improve the public transport infrastructure, by upgrading 2 interchanges, implementing 300 more DDA boarding points and assisting 20 parishes with building shelters, by March 2010.	Works programmed. Briefs for 2010/11 submitted.	2 interchanges upgraded. 300 more DDA compliant points. 20 more bus shelters.	Peter Cudby
Introduce a multi-operator ticket by March 2010, to make public transport more affordable and attractive.	Consultation completed. Ticket introduced.	Usage analysed and ticket reviewed.	Ian Hydes
Introduce CCTV on 15 more school buses, by March 2010, to improve behaviour.	8 buses fitted with CCTV.	7 more buses fitted with CCTV.	Sean Asplin
Introduce a Code of Conduct for school bus drivers, by March 2010, to improve the quality of school transport.	Code/booklet written. Consultation carried out.	Code promoted and rolled out to main school bus operators.	Dee Jackson
Work to reduce the number of incidences of bad behaviour and bullying on school buses.	Reporting form for drivers introduced to 6 more school bus operators.	Reporting form being used. Schools engaged with behaviour management. Proactive working relationship with anti-bullying forum established.	John Dye

Implement a fully integrated journey planning service between health, social care and wellbeing, by March 2010.	Increased shared journeys between organisations.	All staff able to receive and plan all types of journey.	Doug Bennett
Deliver the identified actions for 09/10 in the core route strategy, to improve public transport along the key transport routes.	All marked stops on core routes to have Traveline phone number and text number.	Timetable information to show all services along route, and connections.	Ian Hydes

Risks and opportunities

- Unable to increase and improve transport provision due to budget cuts/constraints or commercial bus service de-registration
- Revenue funding not being available to continue capital projects, e.g. real-time information
- Lack of resource from/different priorities of Ambulance Trust to push forward journey planning integration

Resource Implications Fully resourced within Passenger Transport. Partnership working with Ambulance Trust required for implementation of fully integrated journey planning service, and with Mott McDonald & May Gurney for improving the public transport infrastructure.

Dependency on Strategic Projects None.

Corporate Objective 4. Improve educational attainment and help children achieve their ambitions

Service Objective Work with partners to identify ways to offer better access to learning
CP04.23

Responsible officer Tracy Jessop, Head of Passenger Transport

What success would look like Students are able to access the enhanced 14-19 curriculum easily.

Performance measures

Indicator	LAA no. if applicable	Result 08/09	Target 08/09	Target 09/10	Target 10/11	Target 11/12

Service actions

Action	Milestones – 6 months	Milestones – 12 months	Owner
Work with Children's Services to implement a model of 14-19 transport delivery, by September 2010.	Model of transport delivery determined. 14-19 transport coordinator appointed.	Model in place and operational for Sept 2010.	Niki Park

Risks and opportunities

- Lack of buy-in from the 14-19 local partnerships to inform and implement model of 14-19 transport delivery

Resource Implications Fully resourced once the 14-19 transport co-ordinator is appointed.

Dependency on Strategic Projects Implementation of the enhanced 14-19 curriculum, including the diplomas.

Corporate Objective 7. To protect and sustain the environment

Service Objective Reduce and adapt to the impacts of climate change
CP07.05

Responsible officer Tracy Jessop, Head of Passenger Transport (overall lead is Paul Crick, Head of Strategy and Performance)

What success would look like People travelling in more sustainable ways, and greener services.

Performance measures

Indicator	LAA no. if applicable	Result 08/09	Target 08/09	Target 09/10	Target 10/11	Target 11/12
Number of passenger journeys on School Run Park & Ride			10,000	18,300	19,000	19,500
Number of cars parked at Norwich Park & Ride			900,000	900,000	950,000	1,000,000
% of bus drivers trained in eco-driving			75	80	90	100

Service actions

Action	Milestones – 6 months	Milestones – 12 months	Owner
Make 2 unavailable school routes available for walking or cycling, by March 2010.	1 route walked or cycled.	2 routes walked or cycled.	Mary Richards
In partnership with Travel Planners, investigate alternative options to replace conventional school transport, to improve the environment and help the health and wellbeing of Norfolk's school children.	Meetings attended and 20 routes identified to review.	Routes reviewed and alternatives put in place where possible. Maps produced of cycling, walking and public transport options.	Mary Richards

Reduce energy usage at the bus station and park & ride sites, by 5%, by March 2010.	Number of payment machines reduced.	Heating and lighting reviewed.	Tina Rust
Investigate the possibility of using different vehicles or alternative fuels, or other ways to reduce carbon emissions, by March 2010.	Data gathered and information obtained from operators and manufacturers.	Recommendation for Norfolk's transport made.	Chris Limbach
Undertake a feasibility study of using Biogas for transport fleets, by March 2010.		Feasibility study completed & recommendations made.	Tracy Jessop
Increase the number of local bus service vehicles which are Euro 3 compliant, or better, by March 2010.	New vehicles introduced on Coasthopper route. New flexibus vehicles purchased.	Tendered services implemented with Euro 3 compliant vehicles.	Chris Limbach

Risks and opportunities

- None

Resource Implications Fully resourced.

Dependency on Strategic Projects None.

Corporate Objective **A – Customer Focus**

Service Objective **Ensure easy access to information and services, however people choose to get in touch**

Responsible officer Tracy Jessop, Head of Passenger Transport

What success would look like Improved information to our customers, more choices of how to contact us and deal with us, and all types of people able to access our services and information.

Performance measures

Indicator	LAA no. if applicable	Result 08/09	Target 08/09	Target 09/10	Target 10/11	Target 11/12
Number of visits to Norwich bus station information centre	N/A		1,051,500	1,060,000	1,060,000	
Number of enquiries made on information kiosks	N/A		360,000	480,000	480,000	
Number of SMS enquiries	N/A		52,518	55,144	57,901	68,120

Service actions

Action	Milestones – 6 months	Milestones – 12 months	Owner
Implement a real-time SMS texting service across Norfolk, by March 2010.	System switched on and monitored.	Promotional campaign carried out.	Jeremy Wiggin
Have key information available in different languages at Norwich Bus Station, by March 2010.	Audible messages given in 5 main languages.	Electronic messages displayed in 5 main languages.	Peter Cudby
Improve access for blind and visually impaired people at Norwich Bus Station, by March 2010.	Information finder in Braille operational.	Blind and visually impaired guidance system operational.	Peter Cudby

Increase the number of ways a customer can comment on their service, e.g. through more comment cards, use of the website, surveys, by March 2010.	Comment cards introduced on school and local buses. 2 surveys carried out.	2 more surveys carried out.	Mary Richards
Investigate ways to make it easier to apply for post 16 transport, e.g. through promotion at Norwich Bus Station, by March 2010.	Electronic displays used. Publicity increased. Ability to make applications at bus station and other venues.	Plan in place ready for applications for September 2010.	John Dye
Speed up the process for education transport applications, by September 2009, and identify further improvements for September 2010.	E-mail used as way to contact customer, rather than letter, for those who have supplied e-mail address.	Additional ways identified for September 2010.	Vicky Aldborough
Improve the information we give to social care customers about their transport provision.	Increased contact with clients when transport contracts are let.	Booklet produced for clients outlining what they can expect from our transport services.	Doug Bennett
Investigate the feasibility of introducing credit/debit card facilities on TVMs.	Produce cost/benefit analysis by September 2009.	If decided that it's worthwhile, produce implementation plan.	Helen Davison

Risks and opportunities

- Revenue funding not being available to continue capital projects, e.g. real-time information

Resource Implications Fully resourced.

Dependency on Strategic Projects None.

Corporate Objective B – Value for Money

Service Objective Maximise our efficiency through a culture of value for money and continuous performance improvement

Responsible officer Tracy Jessop, Head of Passenger Transport

What success would look like Staff time freed up from administrative tasks (e.g. inputting registrations) to be able to concentrate on tasks related to improved customer service or improved transport and information services. Efficiency targets fully met.

Performance measures

Indicator	LAA no. if applicable	Result 08/09	Target 08/09	Target 09/10	Target 10/11	Target 11/12
% of local bus service registrations submitted electronically	N/A		10	80	100	100

Service actions

Action	Milestones – 6 months	Milestones – 12 months	Owner
Continue with the efficiency project, and achieve the savings identified, by March 2010.	Revised procurement arrangements for taxi contracts implemented. NCS fully using Cleric.	Unit costs for fleet transport identified. Fully integrated health, social care and wellbeing journey planning service in place.	Tracy Jessop
Implement the EBSR (electronic bus service registration) system to all operators, by March 2010.	50% of operators on-line.	100% of operators on-line.	Jeremy Wiggin
Re-tender the Norwich Park & Ride bus services, by March 2010.	Tender package out and contract awards made.	New contracts in place.	Ian Hydes
Investigate the use of GIS within the Group, and recommend the preferred option, by March 2010.	Business needs identified. Options investigated.	Preferred option recommended. Implementation plan drawn up.	Vicky Aldborough

Submit a Kickstart bid to the DfT, by July 2009, to try to get pump-priming funding for new or improved transport services.	Initial ideas formulated. Review panel members given chance to comment. Ideas shortlisted. Submission made by 3 July 2009.	n/a	Ian Hydes
Review the income collection process in PTG, by September 2009, to increase efficiency and service to our customers.	Direct debit process for 08/09 (using corporate finance) reviewed. Improvements recommended and implemented. Payment letters and instalment options (with regard to issuing bus passes) reviewed and improvements implemented.	Plan for any further improvements for September 2010 drawn up.	Helen Davison
Review our CRB processes, and the acceptance of others' checks, by March 2010.	Options investigated with corporate HR, district councils and other County Councils.	Recommendation made. If agreed, implementation plan drawn up.	Vicky Aldborough

Risks and opportunities

- Revenue funding not being available to continue capital projects, e.g. electronic registrations
- Lack of resource from/different priorities of Ambulance Trust to push forward journey planning integration

Resource Implications Fully resourced within PTG, but need assistance and commitment of Ambulance Trust and NCS to complete efficiency project.

Dependency on Strategic Projects Support Services Review (for any revised procurement arrangements), Adult Services Day Opportunities Review (for any changes with NCS fleet).

Contribution to other corporate objectives

Service actions

Actions/activities proposed

Corporate Objectives 1 to 9	Action/activity proposed	Milestones – 6 months	Milestones – end of year	Responsible officer
5. Help improve the health & wellbeing of Norfolk residents	Work with Adult Services on the day opportunities review, advise on transport implications, and implement different transport where required.	Survey of transport for community activities and day opportunities completed (for Eastern area). Findings analysed and recommendations made.	Board meetings and locality meetings regularly attended. Advice given where needed. Changes to transport provision made where needed.	Niki Park

Impact of service

When providing public services we are expected to work in a way that not only provides good value financially, but is also equitable, sustainable and customer focused. In preparing service plans, services are required to conduct a 'single impact assessment' that assesses the potential positive and negative impacts of the proposed actions against a range of cross-cutting themes. The findings of this assessment are summarised here, along with any further actions to mitigate against negative impacts or promote positive impacts.

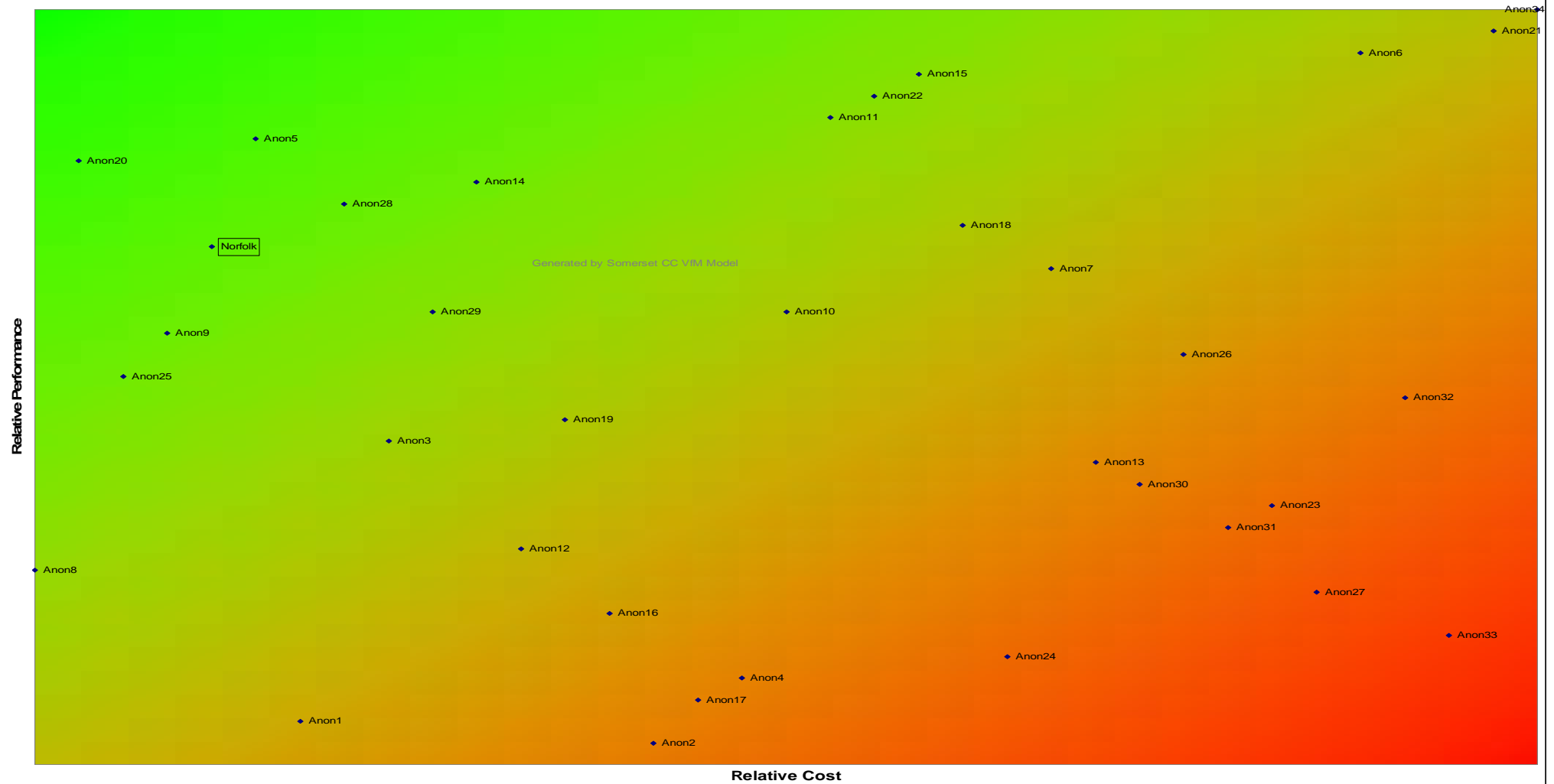
Theme	Impact	Further actions
1. Community cohesion & equalities	<p>All public transport services are accessible to people regardless of age, gender, race & faith or sexuality. Generally only services with accessible vehicles are available to mobility impaired people.</p> <p>School and social care transport services are generally dedicated to specific service users only, in the interests of protecting these particular client groups.</p>	<p>The number of accessible vehicles will be increased in 09/10.</p> <p>The introduction of certain types of transport service, e.g. flexibus services and community transport, helps to promote and enhance a sense of place/community. More flexibus services are planned for 09/10.</p>
2. Accessibility planning	<p>Any new public transport service improves general access to services, however not all these services will be accessible to mobility impaired people.</p>	<p>The accessibility planning tool will be used when designing new services.</p> <p>The number of accessible vehicles will be increased in 09/10.</p> <p>Community transport vehicles are being equipped with wheelchair and passenger safety restraints.</p>
3. Environment & sustainability	<p>Improved local transport and transport which is better planned and integrated reduces car use and the need for more transport resources, thus reducing energy use and carbon emissions.</p>	<p>Target marketing campaigns at different groups to encourage the use of public transport and therefore encourage more sustainable lifestyles.</p> <p>Improve services and vehicles to make public transport more attractive and increase use.</p> <p>Look at forms of publicity with a view to reducing paper use where possible.</p>

4. Deprivation	<p>Providing good, affordable public transport allows access to jobs and learning and reduces social exclusion.</p> <p>Providing transport for adults to day services gives an overall improvement to their health and well-being.</p>	<p>Any new services will be provided according to the greatest need of residents, based on accessibility planning which takes into account the areas of highest deprivation.</p>
5. Health and Well-being	<p>Improving access and travel choices could lead to improved well-being and better life chances.</p> <p>Better access to health and medical professionals will have a positive impact.</p>	<p>More flexibus services are planned for 09/10, giving improved access to health facilities.</p> <p>We are increasing the number of journeys being made using volunteer drivers for people who have no access to transport.</p>
6. Crime & disorder	<p>Improvements made to services could reduce crime and disorder.</p>	<p>Amount of CCTV on school buses being increased.</p> <p>Working with schools to decrease amount of bad behaviour on school buses.</p>
7. Safety & welfare	<p>All education and child social care transport takes into account the safety and welfare of children, e.g. by carrying out risk assessment, CRB checks and driver training.</p>	<p>Improvements on school transport are planned for 09/10, e.g. more training for drivers and passenger assistants, more CCTV on school buses.</p>

Value for Money

Service Value for Money Assessment

Public Transport: Relative Value for Money for Family Group - 2007/08



Analysis of VFM

In a financial benchmarking survey in November 2007 Norfolk was shown to be performing quite well compared to other Councils, for example:

Net expenditure on local bus services per head of population: £5.65 (average of other local Councils in our family: £6.72)

Average SEN transport costs per child per year: £4,289 (of other local Councils in our family: £3,687)

Average mainstream school transport costs per child per year: £719 (of other local Councils in our family: £733)

The Passenger Transport Group has an embedded culture of making efficiencies, through reviewing transport networks and changing processes, and in 07/08 we made £540k of savings, mainly for Children's and Adult Services. In 08/09 we are likely to make £380K.

Value for Money Improvement Actions

Recruit an extra Transport Coordinator, to specifically look at transport networks with a view to making efficiencies, by April 2009.

Customer focus

Meeting the ten customer service quality determinants

Norfolk County Council's Customer Services Strategy specifies ten customer service quality determinants.

These are the aspects of service delivery which must be consistently excellent in order to provide excellent customer service overall. To complete this section, give an assessment of your service's status against each of the determinants (green/amber/red). Where further comments or explanations are required, and where you have evidence to support your assessment, note these in the appropriate column.

Determinant	What this means	Service Assessment (Green/Amber/Red)	Comments and evidence
Access	The ease and convenience of accessing the service	Green	Local bus services available to all where they run, and more services being introduced. Number of low floor vehicles and DDA compliant boarding points being increased. Information available on website, from CICs and libraries, and from several other key distribution points. Several on-line services available, e.g. purchasing Park & Ride season tickets. Norwich bus station staffed 7 days a week. Information kiosks at Norwich and King's Lynn bus stations, which also give access to all Council services. Bus tickets can be purchased from on-street vending machines. One contact number for customers (CSC). Education users can track their travel pass application on-line.
Communication	Consistent, accessible plain English communication with strong feedback mechanisms	Amber	Publicity follows corporate guidelines. Several customer surveys done each year with different customer groups. Comment cards available at bus station and Park & Ride sites.

Competence	Staff with the skills and knowledge to provide the service	Green	Learning and development identified at appraisal and followed through. Relevant staff are members of professional bodies and staff attend external courses and conferences. Own in-house trainer.
Courtesy	Staff at all levels who are polite, respectful, friendly and show consideration	Green	Thank you letters received from customers and on comment cards. Customer care training given to staff.
Credibility	A trustworthy service with a strong reputation and image	Amber	Corporate image (NCC logo) on publicity, Park & Ride buses and staff uniforms.
Reliability	Published service standards. Providing consistent, accurate and dependable service to these standards	Amber	Have service standards in place. Publish turnaround time of on-line applications.
Responsiveness	Dealing with problems quickly, responding to and acting on feedback	Green	React immediately to operational problems. Use customer surveys and feedback from comment cards to change processes and services.
Security	Ensuring the physical safety, financial security and confidentiality of customers	Green	All safety aspects considered when delivering services, e.g. CRB checking and training school transport drivers, doing risk assessments. Use corporate standards for dealing with money and payments. Quarterly H&S checks made at bus station and P&R sites.
Tangibles	The physical aspects of the service such as equipment, facilities, staff appearance	Green	Bus station staff wear uniform. Good standard of office equipment. Contracts have quality conditions regarding staff appearance, vehicles, etc.
Understanding the customer	Understanding our customers and knowing individual customer needs	Amber	Several annual surveys carried out. Use information from surveys and citizens panels, to make service improvements.

Customer focus improvement actions

- Complete a survey of our park & ride users, so that we know who they are and why they travel, by March 2010.
- Set up a focus group of 'harder to reach' people, so that we are able to understand why some people find it difficult to access our services, by March 2010.
- Set up an operator forum which concentrates on customer service, and hold at least one meeting, by March 2010.

Consultation and customer research

The table below summarises the planned consultations throughout the timeframe of the plan, and what is known from other forms of customer research to inform service changes.

Planned consultations & customer research	Public transport survey – annual – stakeholders to be confirmed School transport survey – annual – Oct/Nov – parents and schools Park & Ride survey – annual – October – service users Park & Ride survey re season tickets – existing users Bus service changes – throughout the year as they are proposed – service users Survey re real-time & SMS satisfaction - users
Customer insight	Corporate customer satisfaction survey Comment cards Telephone surveys Park & Ride annual survey Business contacts School transport annual survey Customer feedback (letters and web feedback) Member and parish feedback Consultations on local bus service changes

Key performance targets for customer focus

The below indicators show performance and targets for key performance measures used to assess our customer care.

In addition to the customer care standards targets below, include other customer service performance data that you collect e.g. user satisfaction surveys.

Indicator (service level Indicators to be confirmed by January 2009)	Result (where available)	Target 09/10	Target 10/11	Target 11/12
% of telephone calls that are answered within 15 seconds				
% of telephone enquiries answered in full within 3 working days				
% of letter and fax enquiries that are answered in full within 10 working days				
% of email and text phone enquiries that are answered within 3 working days				
% of visitors that are seen within 5 minutes of appointment time				
% of registered complaints that meet the standard				
Planning and Transportation Service Standards relevant to Passenger Transport				
Timetable changes to bus routes we subsidise published in leaflets at least a week beforehand and available on roadside bus timetables at least two days beforehand				
School travel applications processed within 10 working days (when they are for the current academic year)				

Delivering the plan - people management & workforce development

Workforce Development

The table below summarises key people management issues and plans for the service

Staff profile	The Group has 58 FTEs. Six of these are based at Norwich bus station, providing a frontline customer service, and six are based at the Ambulance Trust headquarters in Hellesdon as part of the integrated transport service with health. We have a number of part-time and job-share staff, mainly as a result of people coming back from maternity leave and wanting to work fewer hours.
Workforce planning	As part of our drive to provide more efficient transport services we will be recruiting an extra Transport Coordinator in 09/10, funded by the savings they will make. This will be advertised in the trade press to encourage applicants with transport knowledge. Also, as part of Service Objective CP04.23 we will be recruiting a temporary 14-19 Transport Coordinator to act as a link between us and Children's Services in terms of identifying and solving access issues.
Training and staff development	All staff receive annual appraisals, where individual training needs are identified, and 6-monthly reviews. Last year all L&D requests were approved and were carried out. We have our own Performance and Training Officer who delivers training which is relevant to the whole Group, for example Customer Care and use of the passenger transport database. There are no significant issues relating to training and staff development.
Health, safety and wellbeing	The PTG has an internal H&S group which meets to raise health and safety issues and the profile of health and safety amongst staff, and which feeds into the departmental H&S group and plan. We have 4 wellbeing reps for each team in the group, who meet regularly and discuss ideas to promote wellbeing amongst staff, and they are also currently planning another staff survey.

Key performance targets for people management

Include here any performance indicators that you use to monitor people management and workforce development. Corporate HR are currently evaluating which indicators they can provide data for corporately.

Indicator	Result 08/09	Target 08/09	Target 09/10	Target 10/11	Target 11/12
Average days staff sickness		7.3	7.3	7.3	7.3

Delivering the plan – financial resources and asset management

Financial Management – to be completed 31 March 09

The table below shows the approved budget for this year and the indicative budget for future years

	Approved Budget 2009/10	Indicative Budget 2010/11	Indicative Budget 2011/12
Base Budget			
Pay & Prices			
Pension			
(Additional Budget to meet)			
Government Legislation			
Demand/Demographics			
Specific Council Plan Target			
Service Improvement			
(Less)			
Efficiency Savings			
Increased Income			
Other Savings			
Net Budget			
Gross Expenditure			
Gross Income			
Approved capital Expenditure to deliver service plan			

Details and commentary:

[summarise an explanation of the key budget variables, specifically details of additional budgets to meet new demands, and details of how efficiency saving, increased income and other savings are to be arrived at. Also include any key budget risks].

Asset Management

The table below shows key information about the planned use of assets during the period of this service plan. Assets include accommodation, ICT and knowledge.

Extent of current assets	Most staff in the Group are based in County hall in one office. The Group's Asset Manager manages Norwich bus station and 6 Park & Ride sites around Norwich. All other assets are listed in the asset register.
Sufficiency of assets	Accommodation is currently sufficient to deliver the service. The majority of our IT is also sufficient, although we are upgrading our passenger transport database to improve its performance and are awaiting the desktop refresh to enhance the performance of some of our PCs.
Impact on assets	There are no planned changes.
How changes will be delivered	There are no planned changes.

Key performance targets for resources

Include here any performance indicators that you use to monitor financial resources and asset management. Corporate HR are currently evaluating which indicators they can provide data for corporately.

Indicator	Result 08/09	Target 08/09	Target 09/10	Target 10/11	Target 11/12

Service & Resource Planning Checklist

The following checklist has been completed and signed confirming that the necessary steps have been taken in preparing this service plan and resource plans.

No.	REQUIREMENTS	Y/N	COMMENT
Context and drivers			
1	Have you considered the major external factors and trends over the next 5 years?		
2	Have you used customer information to review and shape your plan?		
3	Have you considered the corporate drivers around customer focus, finance, people management, asset management, VFM, efficiency savings and corporately significant projects?		
Corporate outcomes and performance challenges			
4	Does your plan clearly identify how service objectives deliver corporate objectives (community outcomes)?		
5	Have you reviewed past and current performance, used comparative data, considered customer experiences and referred to audit and inspection recommendations?		
6	Does your plan identify key areas for improvement and sustaining progress, performance measures and targets – over the next 3 years?		
7	Have you considered how your key service actions contribute to achieving our Strategic Ambitions?		
8	Have you assessed and demonstrated how your service provides value for money?		
9	Does your plan assess emerging opportunities and risks and identify how these will be managed?		
Impact of the service on customers, citizens and communities			
10	Have you assessed your service using the 'single impact assessment tool' and put in place appropriate actions?		

No.	REQUIREMENTS	Y/N	COMMENT
11	Have you assessed your service against the 10 determinants of quality customer care specified in the Customer Care Strategy and identified any further improvements that need to be made?		
12	Have you considered and identified any health, safety and wellbeing issues that may arise from your service objectives and put in place appropriate actions?		
Requirements for service delivery and transformation			
13	Does your plan identify the critical activities and actions that are needed to (a) sustain progress, and (b) deliver necessary improvements (including any transformational changes) in order to achieve stated outcomes?		
14	Does your plan identify the resource implications necessary to enable delivery (including staff, budget, accommodation and ICT requirements etc) and are the required resources in place?		
15	Does the 3 year financial plan (including capital programme) adequately reflect the resources implications of the plan, including cost pressures, service demands, improvement targets, opportunities for efficiencies and revenue implications of capital schemes?		
16	Have you assessed and incorporated cost and savings opportunities for delivery of services within the Local Area Agreement in the 3 year financial plan?		
Engagement in planning preparation for service and financial plans			
17	Have you engaged your team/staff at appropriate stages in development of the plan and resource requirements?		
18	Have you engaged your Review Panel and Cabinet Member?		
19	Have you engaged any relevant strategic/funding partners?		
Decision Making			
20	Are all proposals requiring policy change, budget investment or reduction supported by evidence of option appraisal, whole life costs, assessment of risks and impact on such as equality, diversity and sustainability? And implications reported to members and COG?		
Format & Publication			
21	Has the plan overview been created in Prism?		

No.	REQUIREMENTS	Y/N	COMMENT
22	Is the plan available on the intranet?		
In-Year Monitoring & Review			
23	Have you put in place arrangements for regular performance and budget monitoring against plan and periodic review?		
24	Have the service objectives been translated into team and individual objectives, which will be evident in appraisals?		

Head of Service (or equivalent)

Date:

Signature:

Chief Officer

Date:

Signature:

DRAFT

Single Impact Assessment Tool

Overview

Completing a Single Impact Assessment is an essential part of planning at Norfolk County Council. It is a simple tool to help those who plan services or who are making decisions to quickly identify and manage key crosscutting issues. In particular it covers:

- Which cross-cutting issues need to be considered and accounted for and which do not
- Where further action is needed and what to do next
- Who to speak to and where to go to get further advice

What is a Single Impact Assessment?

The Single Impact Assessment tool is simply a set of questions designed to challenge services on a number of key cross cutting issues. By answering these you will be able to assess the impact of the service plan or proposal on these issues. It will also help you decide whether you have satisfactorily accounted for any adverse impacts and if there are any further actions necessary.

The Single Impact Assessment is primarily a scanning tool and is not intended to be a detailed impact assessment – by answering the questions you should be able to quickly judge whether a more detailed assessment of impact is required, for example an Equalities Impact Assessment or Sustainability Appraisal.

If further work is required, the Single Impact Assessment acts as evidence that you have considered all of the necessary cross-cutting issues.

Why do we need a Single Impact Assessment?

As a public service organisation, we are expected to work in a way that not only provides good value financially, but is also equitable, sustainable and customer focused. This means that in planning our services we all have to take account of a number of 'cross-cutting' issues – things that we must consider our impact on regardless of the service we deliver: for example equal opportunities, sustainability and accessibility.

From a service manager's perspective, however, doing justice to cross-cutting issues can be challenging because:

- The sheer number of cross-cutting issues can be overwhelming
- Managers don't know where to go to get advice and guidance
- If they look at all cross-cutting in detail it would be very resource intensive
- The benefits of considering cross-cutting issues can be unclear

In reality, considering cross-cutting issues doesn't need to be overwhelmingly difficult or resource intensive providing we look at all of the requirements and collectively take a balanced and proportional approach. This is why we need a single impact assessment – to help service managers take this overview. It also provides an audit trail to confirm to our customers and stakeholders that we have duly considered all their needs when planning our services.

The practicalities – How, who and when?

In the case of a service plan, the single impact assessment should be undertaken by the head of service or by someone with a full overview of its planned activities. For assessing decisions it should be undertaken by the person writing the proposal.

The Single Impact Assessment tool should be used throughout the planning process. It should be considered at an early stage to identify the relevant cross-cutting issues to address; and it should be completed once the plan or proposal is completed as a checklist and evidence base.

The assessment should be a relatively short process which makes use of existing evidence, consultation data, national research, personal knowledge and experience, and specialist advice.

What the Single Impact Assessment does not cover?

The Single Impact Assessment tool is designed as a simple, over-arching way of identifying headline impacts against broad themes. It therefore:

- Does not necessarily cover the needs of specific individuals i.e. there may be customers who have particular needs or combinations of needs that we should meet, but which aren't covered here (though these should be covered in a full service plan)
- Is not a substitute for more detailed research or impact assessments where more complicated or detailed considerations are needed, or where (in the case of Equality Impact Assessments) there is a statutory requirement to do one. The checklist outlines where you must consider a more detailed assessment.

What if my service spends most of its time delivering one of the Single Impact Assessment themes?

In some cases a service will spend a significant amount, or all, of its time delivering one of the themes (for example the Community Safety Team and 'Crime & Disorder'). In this case it is not necessary to try and cover this within the relevant part of the Single Impact Assessment – simply refer to your main service plan.

Where can I go for further help or information?

For further help or information please contact the Policy & Performance Team, by: Email: policy&performance@norfolk.gov.uk or telephone: 01603 223045. Alternatively, contact your Corporate Lead as follows:

Crosscutting area:	Lead officer:	Ext:
1. Cohesion & equalities	Jo Richardson, Chief Executive's Department, Policy & performance team	01603 223816
2. Accessibility planning	Louise Cornell, Planning & Transportation Department, Transport Policy team	01603 223266
3. Environmental sustainability	Dominic Allen, Planning & Transportation Department, Strategy & Performance	01603 228022
4. Economic sustainability and tackling deprivation	Michael Hand, Economic Development Unit	01603 222108
5. Health improvement and health Inequalities	Derry Kelleher, Chief Executive's Department, Policy & Performance Team	01603 222735
6. Crime & Disorder	Jon Shalom, Fire & Community Safety, Community Safety Team	01953 423632
7. Safety and Welfare	Alistair Jones, LSCG Policy & Development, Local Safeguarding Children Board; Christine Minns, Health & Safety Officer, Adult Social Services; Derryth Wright, Corporate Health & Safety Manager	01603 223335 01603 223087 01603 222912

Additional guidance:

How to fill in the tables

The question

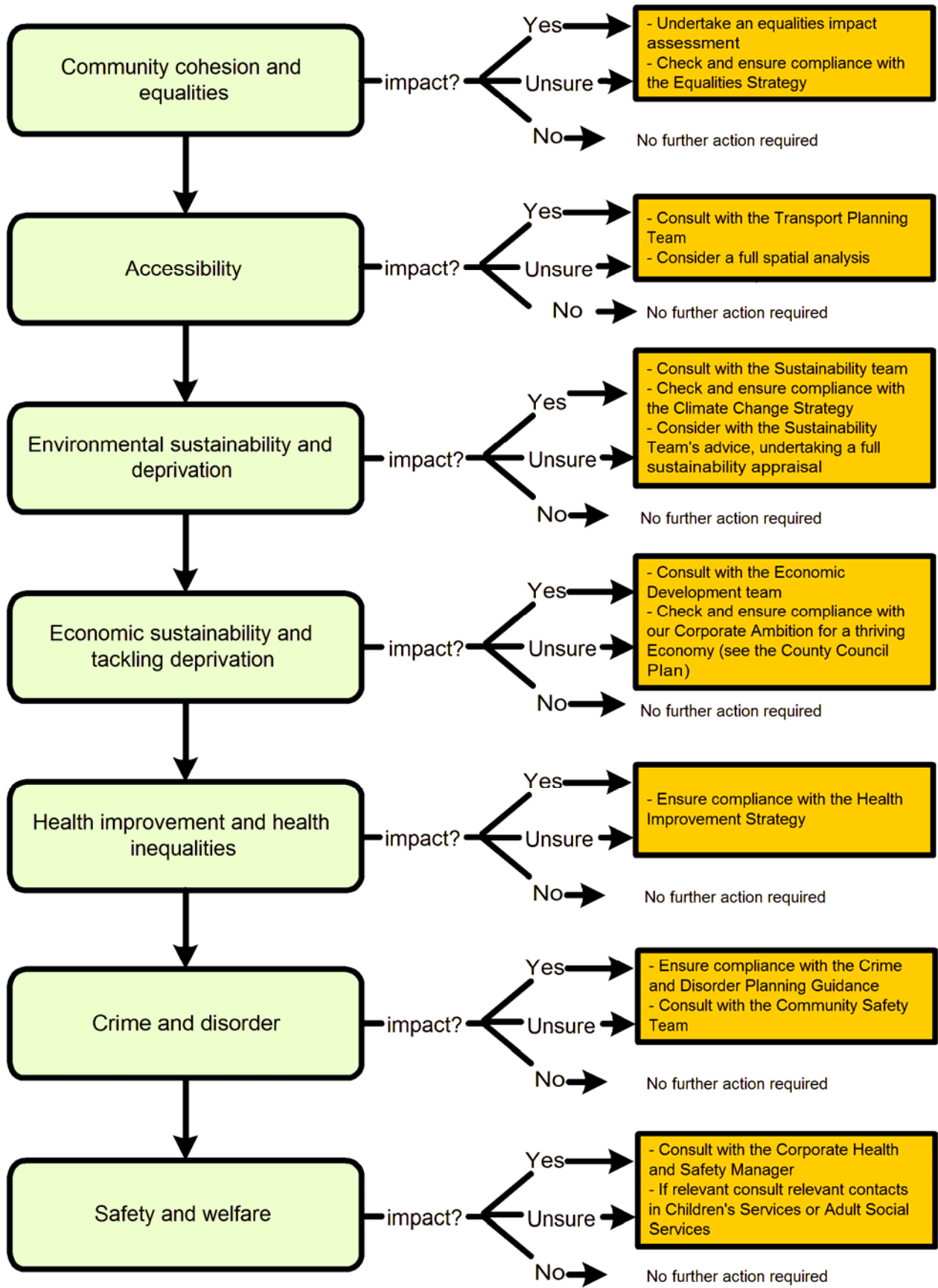
The answer. Do not be afraid to answer 'no' if there genuinely isn't an impact, or 'unsure' if you plan to carry out more investigations through a more detailed impact assessment.

Write here any further information. This must include details of any areas that you have not considered or mitigated against and why. If you are unsure about the impact, please include how you are working to develop a fuller understanding

2. Accessibility			
		Yes/ No/ Unsure	Comments, exemptions and further information
2.2	In planning these activities will an analysis of accessibility be carried out to aid decision making?		<i>Eg. Consideration of access by public transport to existing day opportunities</i>
<p>Next Steps: If this initial assessment identifies any particular issues or risks relating to the location or accessibility of services, you must:</p> <ul style="list-style-type: none"> - Consult with the Transport Planning team in Planning and Transportation - Consider a spatial accessibility analysis of your options for service delivery - Investigate whether there is a need to carry out an Equalities Impact Assessment (required by law in some instances) 			

Next steps. This section highlights the things you must do once you've completed this part of the impact assessment. It includes any actions required by law or to meet corporate or departmental policies and guidance.

Process map - Themes and next steps



Single Impact Assessment Tool

General information	
Name of service plan:	Passenger Transport
Department/Organisation/Partnership:	Planning & Transportation. Also provide services on behalf of Children's Services and Adult Services.
Lead officer	Tracy Jessop.
Assessment officer:	Niki Park
Date of assessment:	15 September 2008.

Impact assessment

1. Community cohesion and equalities			
	Once implemented, will all activities proposed be accessible to all diverse groups in Norfolk? <i>Give particular consideration to physical access and accessible communication needs.</i>	Yes/ No/ Unsure	Comments, exemptions and further information
1.1	Age (Under 25s & 50+)	Yes	For public transport services. However the majority of transport provided for school (children) and child and adult social care clients is dedicated to specific service users only, in the interests of protecting these particular client groups.
1.2	Disability Mobility, sight, hearing, learning difficulties, mental health	Yes	
1.3	Gender Women, men, transgender	Yes	
1.4	Race & faith Different races, languages & faiths, to include gypsies & travellers	Yes	
1.5	Sexuality Lesbians, gay men or bisexuals	Yes	
1.6	Does the service plan or proposal take advantage of any opportunities to promote community cohesion or good inter-group relations?	Unsure	Some public transport services, like flexibus services, market day services, community transport, do promote and enhance a sense of place/community.
1.7	Have any other positive or negative impact on individuals' and communities' fair access to services and opportunities?		

1. Community cohesion and equalities

	Once implemented, will all activities proposed be accessible to all diverse groups in Norfolk? <i>Give particular consideration to physical access and accessible communication needs.</i>	Yes/ No/ Unsure	Comments, exemptions and further information

Next Steps: If this initial assessment identifies any particular issues or risks relating to equalities you must:

- Contact your departmental lead for equalities or the Corporate Equalities and Diversity Manager
- Determine whether there is a need to carry out an Equalities Impact Assessment (required by law in some instances)

2. Accessibility

		Yes/ No/ Unsure	Comments, exemptions and further information
2.1	Are there any activities in your service plan, such as locating new services or modifying existing forms of delivery, that are likely to have a significant impact on how people reach your service, either for staff, customers or the County Council in providing transport services, if yes please detail in the comments box	Yes	Whilst we will aim to provide fully accessible services, this cannot be guaranteed due to the unavailability of fully accessible vehicles in all areas. However, any public transport improves general access to services.
2.2	In planning these activities will an analysis of accessibility be carried out to aid decision making?	No	But we will measure accessibility using the accessibility planning software in P&T.

Next Steps: If this initial assessment identifies any particular issues or risks relating to the location or accessibility of services, you must:

- Consult with the Transport Planning team in Planning and Transportation
- Consider a spatial accessibility analysis of your options for service delivery
- Investigate whether there is a need to carry out an Equalities Impact Assessment (required by law in some instances)

3. Environmental sustainability

	Will the planned activity:	Yes/ No/ Unsure	Comments, exemptions and further information
3.1	Reduce carbon emissions and/or energy use?	Yes	An increase in public and school transport will reduce car use.
3.2	Reduce resource use and waste?	Yes	Transport which is better planned and more integrated will reduce the need for more transport resources.
3.3	Encourage a shift to more sustainable forms of transport?	Yes	

3. Environmental sustainability

	Will the planned activity:	Yes/ No/ Unsure	Comments, exemptions and further information
3.4	Protect or enhance the local physical environment (air, biodiversity, green spaces, historic assets etc.)?	Yes	Less car use will reduce emissions and enhance the air quality, particularly in built-up areas.
3.5	Be “future-proof” against the impacts of climate change?	Unsure	
3.6	Encourage more sustainable lifestyles in the wider community?	Yes	Encouraging the use of public transport, as opposed to the car, particularly amongst young people, will hopefully encourage a lifestyle change when they are older.
3.7	Have any other impact on the environment that is unsustainable now or in the future?		

Next Steps: If this initial assessment identifies any particular issues or risks relating to your approach to environmental sustainability, you must:

- Consult with the Sustainability Manager
- Investigate whether there it is necessary to carry out a full sustainability appraisal

4. Economic sustainability and tackling deprivation

	Will the planned activity:	Yes/ No/ Unsure	Comments, exemptions and further information
4.1	Have a positive impact on the economy? Think particularly about the creation of opportunities for employment, income and skills development, and opportunities for health improvement.	Yes	Providing good, affordable public transport allows access to jobs and learning. The new Education Act promotes more transport for those on low incomes. Providing transport for adults to day services gives an overall improvement to their health and well-being. Providing the Transport Plus volunteer car service enables people on low incomes to have a better quality of life and promotes social inclusion.
4.2	Have a particular impact on areas that experience particularly high levels of deprivation?	Unsure	Depends where our services are targeted. Could have a positive impact.
4.3	Will any of the planned actions increase deprivation over time? Think about reducing facilities and opportunities, particularly in areas with high levels of deprivation.	No	
4.4	Have any other implications for the future sustainability of the Norfolk economy?		

4. Economic sustainability and tackling deprivation

	Will the planned activity:	Yes/ No/ Unsure	Comments, exemptions and further information
<p>Next Steps: The information captured in this section (4) will be used to help assess the council's overall impact on the economy. If particularly significant impacts are identified (positive or negative), you must:</p> <ul style="list-style-type: none"> - Make the Economic development unit aware of these - Ensure consideration of and adherence to our Strategic Ambition for a “vibrant, strong and sustainable economy” set out in the County Council Plan - Investigate whether there it is necessary to carry out a full sustainability appraisal 			

5. Health improvement and health inequalities

	Are the planned actions:	Yes/ No/ Unsure	Comments, exemptions and further information
5.1	Likely to have an impact on the mental or physical health of Norfolk's citizens now or in the future?	Yes	Improving access and travel choices could lead to improved well-being, better life chances and therefore will have a positive impact.
5.2	Going to have a positive or negative impact on the health of our most deprived communities or disadvantaged residents?	Yes	Better access to health and medical professionals will have a positive impact.
5.2	Overall are the planned actions likely to increase or reduce health inequalities within Norfolk?		
<p>Next Steps: If any significant impacts are identified, you must:</p> <ul style="list-style-type: none"> - Consult the Health Improvement Strategy - Contact the named contact to consider any further impacts and contributions to the work of the County Council and its partners in delivering the Health Improvement Strategy 			

6. Crime & Disorder

		Yes/ No/ Unsure	Comments, exemptions and further information
6.1	In planning the proposed activities, have all of the possible Crime, Anti-social Behaviour, Anti-social Behaviour that affects the environment and substance misuse, (Community Safety)' implications been considered?	Yes	
6.2	Is there anything further that you could do to contribute to improving Community Safety in Norfolk?	No	

6. Crime & Disorder			
		Yes/ No/ Unsure	Comments, exemptions and further information
6.3	Have you considered how in planning and delivering your activities how you can work with Safer Neighbourhood Teams?	No	Although we could engage them when tackling behaviour problems on school buses.
<p>Next Steps: If this initial assessment identifies any particular issues or risks relating to crime and disorder, you must:</p> <ul style="list-style-type: none"> - Review NCC's crime & disorder service planning guidance - Consult with the Community Safety Team 			

7. Safety and Welfare			
	Will the planned activities:	Yes/ No/ Unsure	Comments, exemptions and further information
7.1	Whether provided directly or commissioned from another organisation, have a potential impact on the safety and welfare of children ? Examples might include road safety schemes or adult volunteers interacting with children.	Yes	All proposed activities relating to education and child social care transport take into account the safety and welfare of the children, e.g. by carrying out risk assessments, CRB checks, improving quality, and driver training.
7.2	Whether provided directly or commissioned from another organisation, have a potential impact on the safety and welfare of adults?		
<p>Next Steps: If you identify any significant impacts or risks you must:</p> <ul style="list-style-type: none"> - Consider what mitigating factors or measures might already be in place and what additional steps you could take - Contact the relevant part of Children's Services or Adult Social Services 			

Issues and action arising		
	Has the assessment highlighted any impacts that remain unsustainable?	Yes/No (If yes, state here)
	Has the assessment highlighted any issues, or the need for further analysis?	No
	Are there any actions arising following this assessment?	No Proposed action/s: Responsible officer: Completion date:
	Additional comments	If you have any additional comments to make, please include here:

Head of Service sign-off

Signed:

Print Name:

When completed, a copy of this form should be filed with the development file of the service plan, to ensure a robust audit trail. Please note it is a public document and may be requested under the Freedom of Information Act.

Update of Planning and Transportation's Service Plan Actions, Risk and Performance 2008/09

Report by the Director of Environment, Transport and Development

Summary

This report provides an update of progress made to date against the 2008/09 Service Plan, the Corporate Improvement Plan (CIP) performance indicators and the mitigation of those risks deemed to be of corporate significance.

1. Background

- 1.1. This report is an update of the progress made against the service plan, CIP performance indicators and mitigation of corporately significant risks. The information included is the most up to date available at the time of writing. However, it should be noted that further updates may have occurred prior to presentation to the Panel meeting.

2. Current Management/Monitoring practices

- 2.1 For 2008/09 Planning & Transportation's management and monitoring of service plan actions, performance indicators and risks has been aligned in order to provide a more 'rounded' view of service delivery. Work is continuing to align financial and performance reporting.
- 2.2 Information relating to these three areas of performance is gathered on a monthly basis and reported at Group Management Team meetings prior to integrated reporting to P&T's Executive Management Team. In particular, areas of under performance are highlighted so that corrective action can be taken where necessary.
- 2.3 Summary performance against the three areas is provided in this report with more detail given to significant areas that are under-performing. Progress is presented using the standard Prism alert symbols (star, circle and triangle, representing good, fair and poor performance respectively) that give an 'at-a-glance' view of progress.

3. Progress against service plan actions

- 3.1. A Prism briefing book detailing progress against each of the actions within the 2008/9 service plans has been prepared and is available on the Members' Insight website.

3.2. The following table is a summary of service plan action performance. The Prism symbols are assigned at the judgement of the services based upon their current understanding of progress against individual actions.

3.3.

Service	H Progress is on track	λ Progress is slightly off track (at risk)	σ Progress is significantly off track
Environment	24 of 24 100%	-	-
Highways	19 of 27 70.37%	8 of 27 29.63%	-
Minerals and Waste Planning	2 of 5 40%	2 of 5 40%	1 of 5 20%
Passenger Transport	32 of 42 76.19%	9 of 42 21.43%	1 of 42 2.38%
Strategic Land use and Transport Planning	39 of 45 86.67%	6 of 45 13.33%	-
Waste Management	15 of 15 100%	-	-
Total	82.91%	15.82%	1.27%

3.4. At this time there are just some 1% of service plan actions where progress is currently significantly off track. The reasons for those two 'off track' actions are as follows:

Minerals and Waste Planning Service – Dealing with non-contentious County applications within 8 weeks

We are working with Children's Services and their agents to identify best practice to ensure that all applications are complete and timely, thus aiding the efficient delivery of this action.

Passenger Transport Service – Recycling facilities at Park & Ride sites

The Costessey park & ride site is having designs developed to include a household waste recycling facility on part of the existing site – although this will not be progressed in the short-term. However, provision for proposed recycling facilities at Postwick will be made, to be provided at a later stage.

4. Progress against Corporate Improvement Plan Indicators

4.1. An overview of the progress against the corporately significant performance indicators, i.e. those identified in the Corporate Improvement Plan (CIP) is available as appendix A to this report. We have achieved our target in reducing the number of people killed or seriously injured in road accidents (this is measured over a calendar year rather than financial). We also look set to achieve our bus patronage and waste targets. No P&T indicators within the CIP are significantly off track; all have either a star or circle alert symbol.

5. **Progress against other Performance Indicators**

- 5.1. The Prism briefing book available on the Members' Insight website also illustrates progress against performance indicators relevant to the 2008/09 service plan. The performance indicators include parts of the National Indicator set, ex-BVPI's and local performance measures.
- 5.2. The following paragraphs summarise information relating to the progress of those indicators that are departmentally significant and currently underperforming:

Minerals and Waste Service – Plan Making Milestones

The Government Office - Eastern Region (GO-East) monitors our progress against the milestones within our Local Development Scheme (LDS). Our Core Strategy and Development Control document submission draft has been approved for consultation on its soundness and, subject to there being no major issues arising from this process, will be sent to the Secretary of State for Examination in Public. We are currently in discussions with Go-East as to the best way forward for the Minerals and Site Allocations documents for completion in 2010. We anticipate that our discussions with GO-East will result in a revised LDS that will enable us to get back on track.

Minerals and Waste Service – Processing of major planning applications

Performance for the first 3 quarters of the year is at 64%. This is below our target for this National Indicator. We are therefore reviewing our improvement action plan in order to continue the improvement of previous years.

Strategic Land Use and Transport Planning Service – P&T Initiative savings

The initiatives realised up to the end of December equate to £1,212,429 including pain/gain totals. This represents 55% of our target with 75% of the year passed and the differential is increasing so there is still a long way to go to make up the shortfall. The realistic expectation for the financial savings for the year has been revised to £1.741 million which equates to only 80% of the original target. We continue to look at ways to incorporate further efficiencies into the service, including the possibility of applying 'lean' techniques to project management and the introduction of facilitated creativity clubs across the service.

6. **Progress against Risks**

- 6.1 The Prism briefing book available on the Members' Insight website also illustrates progress against the services' mitigation of their risks. Risks included for review in the online document are those identified at both a corporate and departmental level of significance.
- 6.2 The Corporate Risk Register includes two risks relating to P&T activities. Current actions relating to those risks are detailed below:

Environment Service - Failure to divert biodegradable municipal waste from landfill as required

Contract A: Key elements of the financial close process are becoming protracted. Contract A will not be concluded before spring 2009.

Contract B: revised Outline Business Case submitted to Defra Dec 08, approval is expected in March 2009 allowing OJEU in April 09. Any further delays may lead to loss of PFI credits. However prospect of sufficiently mitigating the risk is currently seen as improving.

Highways Service - Failure to implement NDR

Procurement on programme, tenders returned October 2008. Tender analysis complete. Decision on award by Cabinet February 2009. Regional Assembly has adopted revised RFA. Funding delayed but increased in line with inflation. The proposed start of works has been revised to Autumn 2012 with an opening date of end 2014/early 2015. Planning application for scheme to be submitted in 2010. Orders to be published in 2010.

7 Resource Implications

7.1 **Finance** : None

7.2 **Staff** : None

7.3 **Property** : None

7.4 **IT** : None

8. Other Implications

8.1 **Legal Implications** : None

8.2 **Human Rights** : None

8.3 **Equality Impact Assessment (EqIA)** : A full programme of equality impact assessments has been carried out covering all Planning and Transportation activities. However, this report is not directly relevant to equality in that it is not making proposals which may have a direct impact on equality of access or outcome.

8.4 **Communications** : None

9. Section 17 – Crime and Disorder Act

9.1 None.

10.0 Risk Implications/Assessment

10.1 Relevant risk information has been identified within this report and the Prism briefing book available on the Intranet.

11. Conclusion

- 11.1 Overall performance in the current financial year to date for progress against service plan actions, performance indicators and risks has been good. Where issues have been identified work is in progress to deal with them.

Action Required

- (i) Overview and Scrutiny Panel Members are asked to:

Note the contents of this report and consider if there are any areas of performance the Panel would like to consider adding to the scrutiny programme.

Background Papers

This paper summarises the progress updates maintained in Prism for the service plan actions, performance indicators and risks. This information has been published from Prism onto the Members' Insight website.

Officer Contact

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

Name	Telephone Number	Email address
Paul Crick	01603 222728	Paul.crick@norfolk.gov.uk
Nick Haverson	01603 228864	Nicholas.haverson@norfolk.gov.uk



If you need this report in large print, audio, Braille, alternative format or in a different language please contact Paul Warren on 01603 222891 or textphone 0844 8008011 and we will do our best to help.

Corporate Improvement Plan measures

Measured monthly (calendar year) - Rolling 12 month total						
	Actual Dec. '07	Actual Mar. '08	Actual Dec. '08		Target Dec. '08	Comment
People killed or seriously injured in road accidents (linked to NI47)	460	431	388	★	473	Current performance shows that in the period Jan 08 – Dec 08 there were 388 people killed or seriously injured on Norfolk Roads. This represents a 55% reduction from the 94-98 baseline and places performance in excess of our original projected target of 473 KSI by Dec 08. This performance is also in excess of our stretched Dec 2010 target of 425 KSI. However, road traffic casualties can be seasonal and, whilst performance is good and trends are favourable, this is no guarantee of final performance. Additionally, within the KSI figures the number of people killed on Norfolk Roads was 38 by Dec 08 compared with 56 by Dec 07, a 32.2% year on year reduction and a 55.8% reduction on baseline figures. Although 38 individuals have lost their lives on Norfolk Roads it should be noted that this is the lowest number ever recorded.
Children killed or seriously injured in road accidents (linked to NI48)	34	30	32	★	33	Current performance shows that in the period Jan 08 – Dec 08 there were 32 children killed or seriously injured on Norfolk Roads. This represents a 64.5% reduction from the 94-98 baseline and places performance in line with our original projected target of 33 KSI by Dec 08. The projected target indicates that we expect to meet our target of no more than 31 child KSI by Dec 2010. Child KSI figures are approximately 8% of the total figure and, as a result, small changes in casualty numbers can have a large impact on trends and performance. Furthermore, work is being completed with NHS hospital admission data to give a clear view upon the seriousness of the recorded KSI records.

Measured monthly (financial year)					
	Actual Mar. '08	Actual		Target Mar. '09	Comment
Local bus passenger journeys originating in the authority area (NI177)	28119951	19880290 (Nov. year-to-date)	★	28260550	Estimated result for November is shown. The data from First, our major operator, has been received but there is still a significant amount to come from other operators. Despite this we are on track to achieve our target.

Operational Performance - 1st - 11th - Appendix A

Measured monthly (financial year)

	Actual Mar. '08	Actual		Target Mar. '09	Comment
Bus services running on time - % non-frequent services on time (NI178i)	N/A	81.19% (January year-to-date)	★	80%	Punctuality has shown a good improvement during January. Work is continuing with operators to monitor punctuality and take corrective action where appropriate.
Bus services running on time – excess waiting time of frequent services (NI178ii)	N/A	N/A	-	N/A	Changes to timetables in September mean that there are no longer any services that come under the definition of a frequent service (six or more buses per hour). Therefore this measure will not be reported on this year.

Measured quarterly

	Actual Mar. '08	Sept. '08		Target Mar. '09	Comment
Residual household waste per household (NI191)	593.08	582.42	★	588.23 kg	Currently performing well, however the final figure is reliant on formal household number figures provided in March 2009.
% of household waste sent for reuse, recycling and composting (NI192)	40.49	44.10	★	44%	Currently performing on target. Tonnages from third party collections will not be calculated and included until year end.
% of municipal waste landfilled (NI193)	59.14	55.61	★	57%	Currently performing well.

Measured quarterly

Access to services and facilities by public transport (NI175)	76.55	78.36% (Dec. '08)	★	78%	We are on track to meet our 2008/9 target of 78% accessibility, with quarterly monitoring indicating that we are currently up to 78.36%, already exceeding the target. We have achieved improvements in public transport delivery, with a new flexi bus introduced in the North Walsham area, and have continued to work in partnership to deliver our Access4Life and Services2Gether projects, both working to improve access to services in more remote areas of the county. We have also taken steps towards embedding accessibility considerations into the service planning of all NCC departments, with accessibility included in the corporate Single Impact Assessment tool for service planning.
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Measured annually

	Actual Mar. '08	Target Mar. '08		Target Mar. '09	Comment
Principal roads where maintenance should be considered (NI168)	3	3	★	3%	Annual A road survey to be undertaken Sept-Oct '08. Result expected Feb. '09
Non-principal classified roads where maintenance should be considered (NI169)	7	15	★	8%	Annual survey expected to be undertaken Sept-Oct '08. Result expected Feb. '09

Key:

The symbols shown are automatically assigned by Prism based on how the result numerically compares to the target:

If we hit or exceed our target we get a star alert (★).

If we are worse than target, but within 5% variance, we get a circle alert (●).

If we miss the target by a greater amount we get a triangle alert (▲).

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Progress Update on the Review of the Norfolk Coast AONB Management Plan

Report by the Director of Environment, Transport and Development

Summary

This report provides an update on progress with the review of the Norfolk Coast AONB Management Plan by the Norfolk Coast Partnership, on behalf of Norfolk County Council and other local authorities with a statutory duty to review the plan, as agreed by Cabinet on the 5 March 2007. There have been modifications to the timetable but the review remains on track for completion within the statutory deadline.

1. Background

- 1.1. As reported to Cabinet, Section 89 of the Countryside and Rights of Way (CRoW) Act, 2000 gives local authorities with responsibilities for an Area of Outstanding Natural Beauty (AONB) a statutory duty to prepare and adopt a management plan for that area, which contains its policies for the AONB, and to review the plan at intervals not exceeding five years. The Act states that local authorities are to act jointly if there is more than one within the AONB boundary.
- 1.2. The first Management Plan for the Norfolk Coast AONB under the CRoW Act was produced by the Norfolk Coast Partnership on behalf of the local authorities and published in April 2004. The legislation therefore requires that this current review process is completed before April 2009.
- 1.3. The public consultation stage of the review is now drawing to conclusion. This report provides information on the review process so far, a broad summary of responses to consultation from partner organisations and the public, and the remaining timetable for the review. Contingency time was built into the review timetable and it has been needed, revisions to the timetable having been agreed by the AONB Core Management Group. (See Appendix A).
- 1.4. A copy of the draft of the 2009-2014 Management Plan has been placed in the Members Room or can be viewed on the AONB Partnership website:
<http://www.norfolkcoastaonb.org.uk>

2. Contents of Report

2.1. Review Process

The Norfolk Coast Partnership concluded through early stages of the review

process that the 2004-9 Plan's existing structure and overarching vision for the area and was still essentially fit for purpose, with minor changes. Effort has therefore been focused on aspects of the Plan which need to be either strengthened or changed to address new and emerging issues not currently included, producing a better focused and more clearly prioritised Action Plan, closely aligned to partners own priorities and more usable by partners as a guiding framework for management (see the table in 2.3).

2.2. A new requirement to produce both a Strategic Environmental Assessment (SEA) and an assessment under the Habitats Regulations (AHR), to test the soundness of the policies and actions proposed in the Plan, has also been taken into account.

2.3. **Consultation Process**

The draft of the 2009-2014 Management Plan has been made available for a 12 week period of public consultation running from December 2008 to the end of February 2009 inclusive, publicised via:

- the NCP internet site;
- the NCP community newsletter;
- articles in the local press;
- email notification to partner organisations
- letters to AONB parish councils;
- letters / emails to other key stakeholders.

In addition, there has been an intensive programme of meetings with partner organisations to gain their detailed input to the review, particularly to the action plan. Twenty five meetings with Partners have been arranged, to include participation from all of the key public and private stakeholders with an interest in the AONB and a potential role in helping to deliver the objectives of the Management Plan.

2.4. **Initial overview of consultation input**

New Themed Sections (2009-14 plan)	Consistent responses
General	<p>Objectives, policies and actions to be restructured to show clearly the flow from one to another.</p> <p>Actions in each theme section (below) have been extended and made more specific.</p> <p>Other relevant policies and strategies (e.g. Shoreline Management Plans) to be appropriately referenced and their influence explained.</p> <p>Some additional organisations will become partners in the plan.</p>

	Additional and amended indicators for both the condition of the AONB and measuring progress on the plan suggested.
Landscape, biodiversity and geodiversity	Treatment of coastal change to be revised to take fuller account of concerns and sensitivities of coastal communities. More focus on farmland bird species as indicators.
Built and historic environment	Ensure churches are included.
Farming, forestry and fishing	More focus and detail on grazing, support for small farmers, agri-environment schemes, woodland and bio-fuel crops.
Sustainable communities	Impacts, both positive and negative, of second home ownership on communities.
Access and recreation	Strengthen content on community and educational issues. Encourage visitors away from more sensitive areas, communicate value and sensitivity to tourism businesses and users

2.5 Programme Summary at February 2009

Programme of key stages to conclusion of review.

Action	Planned timing	Revised timing
NCC Planning and Transportation, the Environment and Waste Overview and Scrutiny Panel		04 March
Draft amendments based on consultation responses	Oct-Nov 08	Feb–Mar 09
Agree proposed amendments via Partnership Forum	Nov 08	Mar 09
Send proposed revisions, Env Report and Habitats Regs Assessment to Natural England for formal comments	Nov 08	Mar 09
NE returns formal comments	Dec 08	Mar 09
Make any amendments required from NE comments, agree at CMG mtg to recommend to partners for adoption AGREED BY NATURAL ENGLAND AS COMPLETION OF REVIEW	Dec 08	Mar 09
Design and set up plan on web site, produce	Jan–Feb 09	Mar–May 09

printed document		
Las and other partners adopt, send copy to Secretary of State	By end Feb 09	By end Apr 09
* Norfolk County Council Cabinet Report for approval to adopt		6 April
Formal launch and publicity	Mar 09	May 09

3. **Resource Implications**

3.1. **Finance :**

It is not anticipated that the review of the plan will involve any additional financial contributions to the Norfolk Coast Partnership from the County Council beyond that provided for in the Memorandum of Agreement between the funding partners.

3.2. **Staff :** None

3.3. **Property :** None

3.4. **IT :** None

4. **Other Implications**

4.1. **Legal Implications :** None other than the statutory requirements required by the Countryside and Rights of Way (CROW) Act, 2000 as described above.

4.2. **Human Rights :** None

4.3. **Equality Impact Assessment (EqIA) :** A full programme of equality impact assessments has been carried out covering all Planning and Transportation activities, including an assessment environmental policy and strategy and no significant issues were identified.

This review requires engagement with all stakeholders with a direct interest in supporting or delivering the provisions of the AONB Management Plan. Any potential impacts on equality as a result of this review will be considered as part of the equality impact assessment already in place.

4.4. **Communications :** This consultation complies with Norfolk County Council's public involvement guidelines and with the Norfolk Compact Code of Practice on Consultation.

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

5.1. None

6. **Risk Implications/Assessment**

6.1. Non compliance with delivery of statutory duty: risk to reputation and loss of credibility with DEFRA and other partner Local Authorities on CMG. Could ultimately lead to withdrawal of grant aid from DEFRA

7. **Alternative Options**

- 7.1. The current Plan was published, following extensive public consultation and involvement in developing the Plan. It is not considered appropriate to deviate from this approach; it is an essential part of the review process. The consultation has included all partner organisations, other relevant organisations and the general public.

8. **Conclusion**

- 8.1. Although the timetable has been revised to take account of temporary staffing difficulties within the NCP team, the contingency time planned into the process means that completion of the review will be completed within the statutory deadline, as agreed with Natural England.

The consultation process has revealed widespread support for the revisions amongst partner organisations, with positive suggestions for contributions to the action plan being generated through the meetings.

The outcome is expected to be an improved, more focused and more useful plan for partners, which will be implemented with their commitment and engagement to conserve and enhance the Norfolk Coast AONB.

Action Required

- (i) The Overview and Scrutiny Panel is invited to offer its comments to contribute to the consultation exercise for consideration by Cabinet when it meets on the 6 April 2009 to decide on whether to approve the new 2009 - 2014 AONB Management Plan

Background Papers

Norfolk Coast AONB Management Plan 2004 – 2009

Norfolk Coast AONB Partnership Memorandum of Agreement 2004 – 2010

Norfolk County Council Cabinet Report and Minutes for Monday 5 March 2007

Norfolk County Council Planning and Transportation the Environment and Waste Overview and Scrutiny Panel 9 July 2008

Norfolk Coast Partnership CMG Papers and Minutes from their meetings of the 14 March 2007, 22 April 2008, 24 June 2008, 2 December 2008

Norfolk Coast AONB Management Plan review, public consultation draft, December 2008

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If you need this report in large print, audio, Braille, alternative format or in a different language please contact John Jones on 01603 224306 or textphone 0844 8008011 and we will do our best to help.

Core Management Group (CMG)

The role of the CMG is to:

- 1. consider all statutory issues affecting the AONB Management Plan, referring matters as necessary to the constituent local authorities and other agencies for information or decision**
- 2. endorse the final version of the Management Plan for recommendation for adoption to the constituent local authorities (who are legally responsible for this under CRow)**

Additionally:

3. consider all aspects of policy relating to the AONB including those stemming from national, regional and local initiatives. In considering policy, the CMG will take full account of the views of the AONB Partnership Forum and Task Groups.
4. represent and promote the interests of the AONB within the Core Funding Partner organisations through its constituent members, taking particular account of the legal obligation (CRow Act, section 85) of all these organisations to have regard to the purpose of conserving and enhancing the natural beauty of the AONB when performing their functions
5. determine all funding issues relating to the Staff Team and the AONB
6. determine all staffing issues and work programmes relating to the AONB
7. determine grant applications made by other organisations for funding from the AONB
8. provide overall direction to the work of the AONB Officer and Staff Team, supported by the line management arrangements of the Employing Authority

The CMG will consist of representatives of the Core Funding Partners, plus other organisations which have statutory responsibilities for preparing the AONB's Management Plan.

The local authorities with a duty under section 89 of CRow are Norfolk County Council, North Norfolk District Council, the Borough Council of King's Lynn and West Norfolk, Great Yarmouth Borough Council and the Broads Authority. These Authorities are represented on the Core Management Group (CMG) for the Norfolk Coast Partnership (NCP) under the terms of a six year Memorandum of Agreement (2004-2010). The current representatives for the County Council on the Norfolk Coast Partnership are elected members: Ian Monson and Ingrid Floering Blackman, the other local authorities each have one elected member representative. The other core funding partner on the CMG is Natural England with two officer representatives.

Non funding partners on the CMG include the Broads Authority with one officer representative and two representatives for AONB parishes, agreed by the elected parishes' representatives for the AONB.

Planning and Transportation, The Environment and Waste Overview and Scrutiny Panel

4 March 2009

Item No. 19

Kickstart Funding Competition 2009

Report by the Director of Environment, Transport and Development

Summary

This report informs Members about the 2009 Kickstart competition aimed at pump-priming funding to new or enhanced bus services. Members are asked to discuss the contents of the report to help Officers shape work over the next three months.

1. Background

- 1.1. Kickstart provides pump-priming funding to new or enhanced bus services. It is targeted at schemes which have the potential to become successful but which might be initially marginal in commercial terms and require some financial help to start them off, or which are currently marginal schemes that with some extra support could be made more successful
- 1.2. Kickstart was first introduced by the DfT on a pilot basis as part of the Urban and Rural Bus Challenge competitions in 2003 (£8 million for 18 projects). In light of initial results from that pilot, a competition for the award of further Kickstart funding was held in 2005. A total of £20million was awarded to 43 projects from 34 local authorities as part of that competition. The funding for this latest round was announced by the then Secretary of State for Transport, Ruth Kelly, during her farewell speech in September 2008.
- 1.3. £25 million of funds, spread over the next 3 financial years, will be available for this new round of Kickstart. The amount of award per successful bid will be determined after assessment of the applications, but there is likely to be a range of awards. A sum of £20million was shared among 34 Local Authorities for 43 schemes during the last round in 2005.
- 1.4. Bids will be accepted through to 3 July 2009, and DfT expect to announce the successful schemes sometime in the autumn.

2. Criteria for the 2009 Kickstart competition

- 2.1. The essential criteria for the 2009 competition are that schemes should:
 - attract new passengers, particularly where this involves modal shift from the car and delivers benefits in terms of congestion and the environment;
 - represent good value for money in terms of the costs and benefits of the proposed project ;
 - involve close partnership between local authorities and bus operators;
 - be sustainable beyond the Kickstart three year funding stream. Ideally schemes would be commercially viable after the Kickstart funding

finishes, or at the very least be supported with guaranteed local authority subsidy;

- deliver outcomes that help to meet local policy objectives, including supporting LAA targets, particularly any transport targets but also wider local authority objectives;
- contribute towards Department for Transport objectives, specifically putting an emphasis on bids that make use of the new bus powers in the Local Transport Act 2008, acting as good practice pilots that others can follow;
- comply with disabled access requirements.

2.2. Bids for funding should be made by English Local Transport Authorities, and in most cases, in partnership with at least one bus operator partner. This is because it is an essential feature of the Kickstart concept that local authorities and operators work together to identify and take forward the projects. The exception would be where the proposed bus service is part of a Quality Contracts Scheme. Services within London are not eligible for the scheme (except where a service originates from an authority outside London that is not part of the Transport for London franchised network).

2.3. Members should note that there is no requirement to submit a bid. However, the Kickstart funding is a revenue award and would be helpful in fostering a new or extended service that the Council could otherwise not afford to support.

3. **Kickstart 2005 and previous learning from award funding bids**

3.1 Norfolk submitted three bids for the first Kickstart competition in 2005. These were unsuccessful. The bids were:

- a) Enhancing the evening and Sunday service between Wymondham and Dussindale (Thorpe St Andrew) to include an hourly service from Eaton, Cringleford, Dussingdale and North Thorpe to Norwich city centre and the rail station.
- b) Introducing year round Sunday Park & Ride services from the Harford and Airport sites, to include a link to the airport terminal building.
- c) Increasing the hourly service between Downham Market and King's Lynn to half-hourly.

The feedback that we received from DfT was that other bids demonstrated better value for money.

3.2 The Council has been successful in other DfT competitions, specifically the Rural and Urban Bus Challenge rounds during 1999-2003. Projects include:

- Routes to Market (£30K)
- Broads Hopper (£475k)
- Fenland Connections (£395k)
- Norwich Orbital (£1m)
- Wymondham Flexibus (£35k)

- 3.3 The schemes listed at 3.2 met with varying degrees of success. The pump priming for Routes to Market was helpful to get services off the ground during a particularly difficult budget year. These routes are now established in the network.

The Broads Hopper and Fenland Connections ceased operation when the funding was exhausted but sections of the route that were sustainable are now integral parts of the transport network.

The Norwich Orbital did not attract sufficient passengers to justify any support from the council and disappointingly, the funding was exhausted within 2 years.

However the Wymondham Flexibus has gone from strength to strength and is the “blueprint” for additional flexible services across the county. Patronage has increased by over 400% since the service started in 2000.

- 3.4 In reviewing previous bids and the supporting project management required, it is important to ensure that sufficient resource at the appropriate level is factored in. A large amount of public consultation and stakeholder engagement is required and this can be overlooked in preparing business cases.

However the primary focus should be ensuring estimates of passenger figures and revenue are robust and tested as far as practicable, and the benefits of delivering the scheme for Norfolk outweighs the whole cost of the project. The early involvement of bus operator partners in the preparation of revenue and cost estimates will be crucial to this process.

4. **Considerations in working up a bid**

- 4.1 The Local Transport Act 2008 contains new powers to broaden the scope for partnership working between local authorities and bus operators. Amongst other things, authorities are able to work with operators on such things as the frequency and timing of services to best suit local transport objectives. Kickstart guidance is very specific and shows that DfT want to see authorities using these powers to showcase their use, enabling good practice on the use of these powers to promulgate to other local authorities and operators.

- 4.2 Authorities are also encouraged to consider inclusion of community transport operators in their area in bids. This might be particularly helpful in rural areas where community transport could play a key role in providing feeder services into radial routes.

5. **Preparatory work to date**

- 5.1 A project team has been looking at potential bus services that would meet the bid criteria. We have started to consider the options for governance that are allowed within the Local Transport Act 2008. We are also looking at schemes that would be complimentary to planned work in transportation that supports local communities and aligns well with market town transport strategies, and the transport strategies for Norwich, Kings Lynn and Great Yarmouth.

- 5.2 Draft guidance was issued late in 2008 and this enabled us to have early conversations with transport operators to gauge interest, as well as identifying potential areas that could be the basis of a bid. We wrote to operators in December 2008 alerting them to the opportunity of Kickstart and have met with many of them to discuss the scheme.
- 5.3 As a result of our early work and the DfT guidance we recommend that any bids are based on one or more of the following options:
- a) a “corridor” approach, which could include feeder routes, as well as improved infrastructure and passenger facilities;
 - b) at least one operator should be involved, but more than one would be advantageous
 - c) if a new or enhanced service is identified, it should be financially viable by the end of year 3. This may mean that a subsidy is still required but it would be judged as being good value for money.
 - d) low carbon vehicles should be considered and would be advantageous in bidding.

6.0 **Proposed process and timetable**

- 6.1 The deadline for bidding is 3 July 2009. Given the comparatively long lead in time it does give Members the opportunity to consider the Kickstart criteria above and prompt discussion to offer views on shaping any bid. However, as the next meeting of Overview and Scrutiny Panel is after the bidding deadline (the next meeting will be 8 July) it will not be possible for Panel to have a discussion on proposed bids before they are submitted.
- 6.2 Although we will be exploring up to five or six options initially, it will only be practical to work up a maximum of three bids in any detail given the amount of time allowed.

There is no limit on the number of bids that can be submitted by a Transport Authority, although it could mean we are “competing with ourselves” if we submit more than one bid. However, past experience suggests that DfT do award funding to a broad range of projects across England. This may mean that if we submit bids that are distinctly different (for example a rural bid and a sub-urban bid) we have as much chance of both being successful.

7. **Resource Implications**

- 7.1 **Finance:** Revenue funding would be provided by DfT and any other costs would need to be shared, by agreement, with partners involved in the bid. For example, the council might meet infrastructure costs through the capital programme and a bus operator partner would provide the required vehicles. The revenue support would then fund the running costs of the operation.
- However any project needs to be sustainable beyond the Kickstart three year

funding stream. If schemes are not commercially viable they would need to be supported with guaranteed local authority subsidy.

7.2 **Staff:** Developing the bids can be accommodated within existing resources. An appropriate allocation of staff costs would be contained within a bid should we be successful.

7.3 **Property:** No implications.

7.4 **IT:** There may be a requirement to consider real time information and BusNet tracking. These would be “add-ons” to our existing systems so would not place any burden on current infrastructure and form part of the revenue costs.

8 **Other Implications**

8.1 **Legal Implications:** Because partners are required in advance, the council does not have to tender the services that might be identified. The specific exemption notices are described in the Kickstart guidance.

8.2 **Human Rights:** No implications.

8.3 **Equality Impact Assessment (EqIA):** Each service will be assessed and any actions required will be built into a delivery plan.

8.4 **Communications:** A communications plan has been applied for stakeholder engagement and progression through the bidding process.

9 **Section 17 – Crime and Disorder Act**

9.1 There are no specific implications for Crime and Disorder, although the provision of safe reliable transport is an important factor for users.

10 **Risk Implications**

10.1 In the event that a bid is successful, the project will be managed in accordance with the council’s project management principles.

11 **Alternative Options**

11.1 There is an option not to bid at all. This would be a missed opportunity to draw in additional revenue funds to support Norfolk’s ambition to develop and improve travel and transport.

12 **Conclusion**

12.1 There is merit in working up a shortlist of bids that will add value to Norfolk’s public transport network and extend provision in the county. However, we do need to bear in mind our learning from previous bidding rounds for bus services and ensure that any project has a great chance of being sustainable for the longer term.

In the event that revenue subsidy is required for a Kickstart service beyond the three year funding period, it is likely to be an additional pressure on the local bus budget. This may mean that either additional resource is required or other bus services may need to be reduced or withdrawn.

Action Required

- (i) Members are asked to note the information on the kickstart funding competition in this report, including the proposed bidding options set out in para 5.3, and are invited to suggest potential bid areas for further development (particularly areas that would support the options set out in para 5.3).

Background Papers

<http://www.dft.gov.uk/pgr/regional/buses/busgrants/kickstart/>

Officer Contact

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Local Transport Plan Settlement and Highways Programme for 2009/10/11

Report by the Director of Environment, Transport and Development

Summary

This report summarises the Local Transport Plan Settlement for 2009/10 and suggests a programme for 2009/10/11.

1.0 Introduction

- 1.1. The 2009/10 Local Transport Capital Settlement was confirmed on 27 November 2007. This covered allocations for road and bridge maintenance and Integrated Transport schemes.
- 1.2. The second Local Transport Plan (LTP) for Norfolk was submitted to Government in March 2006. Government assessed the plan as excellent, noting that a very high standard of transport planning had been evidenced. Government also highlighted that the Council's overall delivery for the first LTP was assessed as being excellent, and noted that the Council's actions resulted in a very positive impact both on local transport provision and on wider areas of policy. Our continuing record of good performance was confirmed by Go East in their letter reporting on the past two years of delivery, as reported to the panel in January.

2.0 The Settlement

- 2.1. The 2009/10 allocation for Structural Maintenance and Bridges is £19.523m, of which £2.38m is proposed for Bridge schemes. This overall allocation is £393,000 more than the 2008/09 allocation of £19.13m. Although this is welcome, it is far below the current rates of inflation, particularly construction inflation. In real terms, taking account of inflation the budget for Structural Maintenance has reduced by 37% since 2004/05.
- 2.2. The Department for Transport has allocated a total of £7.25m over 2009/10/11. £7m for the A140 Scole Bypass, over two years and £0.25m for the A10 between Tottenhill and Stow Bardolph in 2009/10.
- 2.3. The allocation for Integrated Transport in 2009/10 is £11.02m. This is a reduction of £20,000 compared to the 2008/09 allocation. The £11.02m includes a 12.5% increase in reward funding due to the quality of the Council's second LTP and a further 12.5% increase due to the Council's 'excellent' delivery of the first LTP. This total of 25% reward funding was the maximum available. Within the eastern region only Norfolk and Cambridgeshire were

rated as excellent in terms of the quality of their second LTP's and received the full 25% reward funding.

2.4. In addition to the above, there is a further allocation of £368,431 Specific Road Safety Grant. This is paid as a direct capital grant and will fund additional road safety schemes in 2009/10.

2.5. The table below summarises the allocations for 2009/10 and 2010/11, as provided by the Government Office for the East of England. The figures for 2008/09 have also been included for comparison, along with indicative figures for the first year of the next LTP period (2011/12 onwards).

	2008/09	2009/10	2010/11	2011/12
	£m	£m	£m	£m
Structural Maintenance and Bridges	19.130	19.523	21.134	23.803
Integrated Transport Schemes	11.040	11.020	10.965	10.216
De-trunked Roads Schemes	1.210	3.750	3.500	Inc. above
Sub-Total £m (see Appendix A)	31.380	34.293	35.599	34.019
Specific Road Safety Grant (Capital)	0.375	0.368	0.366	-
Total £m	31.755	34.661	35.965	34.019

2.5. The above figures for Structural Maintenance & Bridges and two thirds of the Integrated Transport allocation is being provided as supported borrowing paid within the formula grant settlement. One third of the Integrated Transport allocation will be paid as direct capital grant by the Department of Transport in quarterly instalments. Funding for De-trunked Roads and the Specific Road Safety Capital Grant will also be paid as a direct capital grant.

2.6. Members should note that the above allocations are not ring-fenced and some of the Integrated Transport allocation could be used to fund further Structural Maintenance and Bridges schemes, or vice-versa. However, this could have an impact on performance towards LTP or road maintenance targets and outcomes.

3.0 **Structural Maintenance and Bridge Strengthening**

3.1. An allocation of £19.523m is provided for 2009/10. It is proposed to split this allocation down to:

- Principal Roads £5.4m
- Non-Principal Roads £11.743m
- Bridges £2.38m

Further details of the allocation of this budget are given in Appendix B. The allocations reflect the priorities supported by the Review Panel in the report on the Highway Asset Performance in September 2008.

- 3.2. Significant maintenance schemes planned on Principal Roads in 2009/10 will include the A146 Norwich Barrett Road (£422,000), A1242 Thorpe St Andrew Yarmouth Road (£610,000), A1066 Thetford Mundford Road (£507,000), A149 Southrepps North Walsham Road (£490,000) and A140 Scole bypass (£3.5m in 2009/10 and £3.5m in 2010/11).
- 3.3. The funding for Non-Principal Roads is supplemented by the County Council and provides for structural repairs to carriageways, footways and drainage assessed on a needs basis. The contribution of £7m is in addition to the above figures for 2009/10. This is reflected in the £7m figure under Structural Maintenance Other Funding in Appendix A.
- 3.4. At the 19 September 2007 Planning, Transportation, Environment & Waste Review Panel report on Highway Asset Performance, Members agreed an investment of £1m per year for five years from 2008/09 to ensure obsolete equipment traffic signal equipment is replaced. As recommended in the paper, these are being funded from the Capital Structural Maintenance budget. However, due to the financial coding system (which mirrors the Government reporting system), the traffic signal replacement works will be reported as Highway Improvement schemes throughout the year.
- 3.5. Planned Bridge schemes for 2009/10 include strengthening six weak bridges: Norwich Road Bridge at Northrepps (over Rail), Attlebridge Bridge, Forty Foot Engine Bridge No.2 at Marshland St James, Garden (Keeper's) Bridge at Little Walsingham, Church Farm Bridge at Honingham, and Gooderstone Bridge. In addition, major Bridge maintenance schemes planned for 2009/10 include Hellesdon Road Bridge in Norwich and the removal of the footbridge over the ex-A11 on London Road, Thetford.
- 3.6. West Runton Station Bridge is also programmed for delivery in 2009/10, although financial provision for construction has not currently been made in the Bridges programme. A decision on whether the scheme can be built in 2009/10 will be made in Spring 2009, once DEFRA have decided on whether an exchange of land is required (due to the scheme's impact on Common Land). This will determine whether a Public Inquiry is required. If one is required then due to constraints on rail possessions and timing of the works to avoid the tourist season, the scheme will need to be deferred to 2010/11. If the scheme can go ahead in 2009/10, the scheme will be funded jointly from the Bridges and Walking scheme budgets (a new footway will be constructed as part of the scheme).
- 3.7. The allocation for Detrunked Roads was announced by the Department for Transport on the 5th February 2009. Norfolk County Council was allocated £3.5m for the A140 Scole Bypass Northbound Carriageway improvements and £250,000 for A10 surfacing improvements between Tottenhill and Stow Bardolph in 2009/10. A further £3.5m was allocated for the A140 Scole Bypass

Southbound Carriageway improvements in 2010/11.

- 3.8. There is an emerging issue of post-Winter highway condition. The wet Winter and the prolonged cold spell have resulted in a proliferation of potholes. These are being dealt with through routine maintenance revenue expenditure. However, there may be a need to supplement this with extra structural maintenance. The Director of Environment, Transport and Development will review the position in discussion with the Cabinet Member and consider moving up to £1m from other capital budgets into Structural Maintenance if necessary. This will inevitably require the deferring of some schemes.

4.0 **Major Schemes**

- 4.1. Major schemes are those costing more than £5m. The capital cost comes from the Regional Funding Allocation (RFA) of around £100m per year, for all local authority and Highways Agency major schemes across the region.

Members will be aware that the recent RFA review has resulted in a recommendation to government that the NDR be allocated £3.2m in 2012/13, £26.8m in 2013/14, £48.7m in 2014/15 and £1m in 2015/16. If confirmed by government, the major funding for the NDR will become available two years later than previously anticipated under the provisional allocation, and the earliest start date for preliminary site clearance works would be 2012.

The County Council has agreed to underwrite the remainder of the funding on the basis of future developer funding and seeking other funding sources.

The NDR, as a key part of NATS, sets out to solve the existing access and growing congestion problems caused by traffic being forced through Norwich and on unsuitable residential roads on the city fringe. It also provides 'elbow room' to allow new NATS measures in Norwich that will support public transport, walking and cycling. The delay allows time for the further development and partial implementation of some of these 'complementary measures' and this is reflected in the level of unallocated funding in future years. The delay is also likely to lead to an increase in development costs for the NDR, which may require some rephrasing of planned expenditure.

- 4.2. The NDR is the only scheme in Norfolk identified in the region's advice on the RFA allocation with spending to start before 2014. All other schemes may be suitable for the challenge fund streams, coming on-stream post 2014 and we will need to make the case for any of these as appropriate.

- 4.3. A report will be taken to Members in due course recommending how schemes not identified in the current RFA round may be taken forward, but in summary, the current position is as follows:

- Norwich Northern Distributor Road: identified for funding – see Section 6.1.
- Long Stratton bypass: Not identified for funding before 2014. Currently considering how best to proceed, given that planning consent expires in 2010 and Long Stratton has been identified for housing growth

- Third River Crossing: Not identified for funding before 2014. Work to determine a preferred route is currently being funded from the County Council's revenue budget.
- Norwich Bus Rapid Transit (BRT) scheme, A10 West Winch bypass. These were the other two schemes Cabinet (10 November 2008) agreed to put forward. These have not been identified for funding before 2014, although the BRT scheme scored well in RFA appraisal. Work is underway on a Norwich Area Transportation Strategy Implementation Plan, which is considering inter alia how to develop and deliver the BRT scheme.

5.0 Integrated Transport Expenditure

- 5.1. The Integrated Transport block includes all of the expenditure on urban schemes in Norwich, Great Yarmouth, King's Lynn and other market towns. It also includes the blocks of smaller schemes such as public transport schemes, cycleways, pedestrian crossings, footways, traffic calming, safer routes to school, local safety schemes, route and junction improvements and highway improvements in towns and villages.
- 5.2. The Settlement amounts to £11.02m for Integrated Transport. The budget summaries including the breakdown of the proposed programme by scheme type is detailed in Appendix A.
- 5.3. Overall the 2009/10 integrated transport programme allocates 21% of the budget towards public transport schemes, 20% towards safety schemes, 26% towards walking, road crossings and cycling schemes, 13% towards local road schemes, and 10% towards traffic management / calming and air quality improvement schemes. The proposed programme is in line with that included within the second Local Transport Plan.
- 5.4. For inclusion in the programme all schemes have been assessed against their contribution towards the Local Transport Plan targets, policies and main themes, i.e. delivering sustainable growth, improving accessibility, improving road safety, reducing congestion and protecting and enhancing the environment. Each type of scheme usually contributes to several of these themes. For instance, a pedestrian crossing scheme may contribute to improved road safety and improved accessibility. Safer and healthier journeys to school schemes may contribute to improved road safety, improved accessibility, reduced congestion and an improved environment. It is important that schemes deliver the required outcomes and contribute towards LTP targets, as this should ensure our continued excellent reputation for LTP delivery.
- 5.5. The following list details the more significant Integrated Transport schemes, planned for construction in the 2009/10 programme.
 - 5.5.1 Norwich
 - £490,000 contribution to the Norwich Growth Point Partnership: St

Augustine's Gyratory - junction & road improvements, incorporating air quality improvements and supporting regeneration.

- £150,000 Earlham Green Lane and Bluebell Road - cycle track improvements (a further £130,000 required in 2010/11)
- £173,000 Unthank Road / Colman Road pedestrian crossing improvements
- £125,000 Magdalen Street / St Clements Hill junction improvements

5.5.2 North Norfolk

- £175,000 Cromer Bus Station (further £125,000 in 2010/11)
- £105,000 North Walsham Weavers Way cycle scheme
- £80,000 Little Snoring – Thursford Road footway
- £85,000 Hoveton – Norwich Road footway/cycleway

5.5.3 Broadland

- £180,000 - Blofield - C441 Brundall Road footway
- £110,000 Taverham – A1067 Fakenham Road Toucan crossing and cycle track (part funded by Sustrans)
- £81,000 Acle – Reedham Road footway
- £70,000 Thorpe End – Plumstead Road Zebra crossing

5.5.4 Great Yarmouth

- £93,000 Great Yarmouth to Burgh Castle Bus Stop Infrastructure Improvements
- £90,000 Great Yarmouth Pedestrian Access Improvements to Rail Station
- £95,000 Great Yarmouth to Hopton Cycle Link

5.5.5 South Norfolk

- £99,000 Chedgrave - Hardley Road (Langley Road to Hillside) footway
- £70,000 Wymondham Norwich Road extension of shared use facility
- £90,000 Diss – Chapel Street footway
- £97,000 Cringleford Keswick Road footway

5.5.6 Breckland

- £100,000 Dereham - Town Centre Bus Interchange Facilities (slipped from 2008/09). A further allocation of £50,000 required in 2010/11.
- £165,000 Swanton Morley B1147 Tuddenham Road widening
- £300,000 Wretham A1075 road widening local safety scheme
- £130,000 Thetford – London Road Footbridge removal and Toucan crossing installation

5.5.7 King's Lynn & West Norfolk

- £150,000 - Watlington Railway Station interchange improvements including car park expansion and resurfacing (Partnership with Network Rail and First Capital Connect who are providing a further £150,000 funding & Department for Transport who are providing £85,000) Slipped from 2008/09.

- £300,000 for measures to support the £5.2m King's Lynn CIF2 Improvements to Southgates Roundabout, South Lynn Bus / Cycle Route, Saddlebow Interchange Improvements & Town Centre Bus / Cycle Improvements.
- £300,000 Walsoken B198 junction improvement local safety scheme
- £120,000 Heacham to Hunstanton cycle link (part funded by Section 106)
- £100,000 Watlington Community School – Fairfield Lane / Rectory Road shared use facility

5.5.8 Countywide

- £142,000 - CO2 Reduction Measures – Bus engine retrofit (to comply with a minimum of Euro III standard)
- £100,000 - Demand Responsive Transport - Door to Door partnership contributions
- £300,000 - Introduction of Civil Parking Enforcement (CPE)

5.6. As noted in Section 2.5, Members could decide to reallocate some of the non-ring-fenced £11.02m Integrated Transport allocation to offset the reduction in Structural Maintenance and Bridges allocation. The proposed programme (summarised in Appendix A) would need to be reviewed if Members did decide to reallocate funding, and some schemes would need to be deferred to 2010/11 to achieve this.

5.7. Any reduction in the Integrated Transport budget would particularly affect the higher cost schemes programmed for implementation. To minimise any impact on LTP targets, it would be preferable to defer two or three high cost schemes rather than many lower cost schemes. In particular, the contribution to the Norwich Growth Point Partnership Anglia Square / St Augustine's, two B1147 Swanton Morley Road Improvements, Walsoken Local Safety Scheme, Cromer Bus Station and the Introduction of Civil Parking Enforcement (CPE) would be difficult to accommodate within any reduced budget.

5.8 A reduction in the Integrated Transport allocation would impact on performance towards LTP targets, corporate objectives and also schemes where public expectations have been raised through the design and consultation process. Therefore it is recommended that all the funding allocated to Integrated Transport is spent on that element of the programme.

5.9 There is currently no provision in the County Council's forward Capital Programme for the A1067/A47 Link Road Improvements. Further investigative work in accordance with the 28 January 2008 Cabinet Report is currently underway. It is planned to report the findings of this work to Members in Spring 2009. If approved by Cabinet, the scheme will need to be prioritised against other schemes in the programme. Further scheme design and development in 2009/10 is estimated to cost around £100,000. This would need to be funded from either the LTP Integrated Transport allocation or the County Council's own capital fund. Any bid for future funding for scheme construction will need to be considered through the corporate capital prioritisation process in future years.

5.10 As mentioned in paragraph 3.4, funding of £1m per annum from the Structural Maintenance budget has been allocated to fund the Traffic Signal Replacement programme. By the end of 2008/09, it is expected that 27 schemes out of a replacement programme of 75 sites will have been delivered (including three sites completed in 2007-08). It is planned to deliver a further 14 replacement schemes in 2009/10.

6.0 **Other Funding**

6.1. **Supplementary County Council Funding**

6.1.1. County Council corporate funding for 2009/10 has been included in the Capital Programme in Appendix A. The funding has been included within the draft County Council budget, although this has not yet been approved by Cabinet. This funding has been included in the detailed Capital Programme in Appendix A under the heading Other Funding.

6.2. **Developer Funded Transport Schemes (Section 106 and 278 Agreements)**

6.2.1. During any particular year there are several schemes carried out on the highway which are as a result of planning permissions for development. The County Council has no direct influence on the timing of this expenditure, which is dependent on phasing of developments. There is also no guarantee that any of the obligations or works secured in agreements will come to fruition if, for instance, the planning permission was allowed to lapse and the development did not take place.

6.2.2. At present the approximate value of development led highway improvements secured in legal (Section 278) agreements and expected to be delivered in 2009/10 is just over £1.5m. This is a substantial reduction in levels seen in 2007/08 and 2008/09, and reflects the current economic climate. Current Section 106 agreements also secure just over £1.3m in contributions to Local Transport Plan measures which are expected to be delivered in 2009/10.

6.3. **On-street Parking Income**

6.3.1. The County Council has worked in Partnership with Great Yarmouth Borough Council to introduce an area of Residents Only Parking, alongside charging for parking on-street along the seafront. In previous years, this scheme has generated a surplus of over £200,000. Options for using this surplus on highway schemes in the Great Yarmouth area are discussed by the Joint County/Borough Council Officer Project Board and Member Steering Group and reported to the Area Committee. Schemes are then taken forward for delivery, under the Director of Environment, Transport and Development delegated powers. In 2008/09, funding was allocated to the Rows Improvement scheme (£85,000); St George's Park 'Green Corridor' Study (£30,000); Contributions to CCTV running and replacement costs (£55,000) and Road Safety officer Post for Great Yarmouth (£32,000).

6.3.2. The projected gross income from the Norwich City Parking Income in 2008/09 is estimated at £1.2m, resulting in a projected surplus of around £45,000. The future net income is expected to be similar to 2008/09. It is proposed that any surplus from the parking income be used to fund studies and schemes arising from the Norwich Area Transportation Strategy. As the level of this surplus is low, the number of schemes which can be funded from this surplus has also been reduced, although the demand for schemes remains high.

6.4 Other Sources of Funding

6.4.1 Community Infrastructure Fund (CIF)

This is a fund set up by Government for councils in Growth Areas and Growth Points for a variety of services including transport. We have two bids currently outstanding and awaiting government decision (expected end of February 2009); see the sections below.

6.4.2 Norwich CIF

We bid for £21m funding for Postwick Hub. This comprises a new junction with the A47 at Postwick and an expansion of the Park and Ride site. If the bid is successful, the programme for 2009/10 includes commencing work on the new junction with the A47 and construction of the Postwick Park and Ride expansion.

6.4.3 Norwich Growth Point

The Greater Norwich Development Partnership has so far been allocated £14.2m capital funding for the period 2008/11. Transport schemes planned for construction in 2009/10 are:

- St Augustine's Gyratory – junction and road improvements (£1.76m funded from Norwich Growth Point in 2009/10 and £490,000 funded from the LTP in 2009/10 and £445,000 funded from the LTP in 2010/11);
- Postwick Park and Ride – Expansion including a new roundabout (£3.4m funded from Norwich Growth Point in 2009/10 and £2.0m funded from the Norwich CIF in 2009/10);
- £0.4m Norwich Growth Point funding in 2009/10 for other transport related schemes.

However, it should be noted that this apportionment may be reviewed as the schemes are developed. Also, £6.1m of funding has yet to be allocated to specific projects and more funding may become available for transport schemes.

6.4.4 King's Lynn Growth Point / CIF2

A bid for £5.3m of capital funding was submitted October 2008 and the

outcome of the bid should be known in March 2009.

The bid comprised several aspects including:

- Improvements to Southgates roundabout;
- Bus lane between Wisbech Road and Millfleet alongside Harding's Pit;
- Bus lane on Millfleet;
- Bus lane inbound Littleport Street;
- Cycle Lane Norfolk Street;
- Advanced stop lines for cyclists Railway Road Junction Austin Street, John Kennedy Road;
- London Road/Millfleet cycle and pedestrian junction improvements;
- Kettelwell Lane cycling and pedestrian crossing;
- Select Vehicle Detection (SVD) including 'Smart' traffic signals that sense oncoming buses at Blackfriars / St James Road, Regent Way / St James Road, Millfleet / St James Road, and St James Road / London Road junctions.

6.4.5 Other sources of capital funding included in the proposed 2009/10 Capital Programme (included under the heading 'Other Funding' on the spreadsheets) include:

- £1.733m Norwich - Old Barge Yard / St Anne's Wharf - Pedestrian / Cycle Bridge (funded by EEDA / Section 106 / Norwich Growth Point);
- £1.5m allocation for a Rural Road Safety Demonstration Project in Norfolk was awarded by the Department for Transport in January 2008. This funding is to be allocated to innovative road safety schemes focusing on north-east Norfolk in 2008/09 and 2009/10. It is proposed that this funding will be spent on a mixture of hard engineering measures and softer measures such as education, publicity and training. An award of a further £705,000 Capital and Revenue funding was confirmed by the Department for Transport in autumn 2008 (pending Home Office approval for the £300,000 rearward facing safety average speed camera system). This brings the total Capital funding for the Rural Road Safety Demonstration Project up to £1.995m.
- Breckland District Council was awarded capital funding in 2008 for supporting the Thetford Growth Point Programme of Development. Discussions are ongoing with Breckland Council as to how this funding is to be allocated. Schemes already agreed include £170,000 for pedestrian crossing improvements on Croxton Road, £25,000 for a new footway on Grove Lane, and £75,000 for Safer & Healthier Journeys to School measures related to the Queensway School travel plans.
- £150,000 possible funding from First Capital Connect to supplement LTP funding for improvements to Watlington Railway Station.
- £110,000 has been awarded by the Department for Transport after submitting our successful bid for Access for All funding. This comprises £85,000 for the scheme at Watlington Railway Station plus a further £25,000 for access improvements at Diss Railway Station. This supplements the proposed LTP allocation of £150,000 at Watlington and £50,000 at Diss. These two schemes were originally programmed for delivery in 2008/09, although due to land negotiations taking longer to

resolve, the schemes are deferred to 2009/10.

- £105,000 funding from Sustrans as part of the School Link project for new cycle facilities at Springwood High / Gaywood Primary Schools, King's Lynn and Taverham High School.
- It is expected that around £400,000 LPSA Road Safety Capital funding will also be available in 2009/10. This is reward funding from Government for achieving a stretched casualty reduction target. This funding will be used for the implementation of additional casualty reduction schemes which are identified throughout the year.

6.4.5 Griston Parish Council successfully bid for and was awarded £250,000 of Big Lottery Connect 2 funding for a cycle link between Watton and Griston. This is in addition to potential Section 106 and LTP funding for the scheme. We will shortly be working with Sustrans and the Parish Council to ensure this scheme is delivered.

7.0 **Conclusion**

7.1. A summary of the recommended programme for 2009/10 (based on the allocations within the LTP settlement) and a provisional programme for 2010/11 is included in Appendix A. The detailed programme has been sent to all Review Panel members under separate cover. These programmes are based on those submitted as part of the second LTP although it may be subject to change depending on progress of individual schemes through the design and consultation process. In addition, the programme may vary depending on the level of contributions to the programme from other funding sources. If there are significant changes these will be reported to Cabinet. The Director of Environment, Transport and Development will manage the two year programme under Chief Officer delegated powers to maximise value for money, scheme delivery and budget utilisation.

8.0 **Resource Implications**

8.1. **Finance:**

8.1.1. None in this report. Cabinet will ultimately agree the overall Capital Programme which will include the contents of this report.

8.2. **Property:** Some of the schemes will require the acquisition of land.

8.3. **IT:** None.

8.4. **Staff:** None.

9.0 **Other Implications**

9.1. **Human rights:** The report has no Human Rights implications.

9.2. **Legal Implications :** None

9.3. **Equality Impact Assessment (EqIA) :**

All schemes relate well to the Local Transport Plan and should not have any adverse impacts. Schemes will be assessed individually during their development.

9.4. **Communications :** None.

10.0 **Section 17 – Crime & Disorder Act**

Transport schemes which are developed through the LTP capital programme will be individually assessed for their crime and disorder implications.

11.0 **Risk Implications/Assessment**

11.1 A risk associated with this report is the emerging issue of post-Winter highway condition as detailed in section 3.8. It may be necessary to reallocate up to £1m funding from other capital budgets to deal with this issue.

11.2 There is a risk with the larger non-LTP funded schemes (such as Norwich Growth Point, CIF, NDR) that if they overspend, any shortfall may need to be funded from the Highways Capital Programme. To accommodate this, programmed schemes may need to be deferred to prevent an overspend on the overall Highways Capital Programme.

11.3 Any scheme specific risks and implications will be assessed and mitigated during the development of each scheme.

Action Required

That this Review Panel:

Is invited to comment on the contents of this report and recommend it to Cabinet for approval.

Recommends to Cabinet the use of Chief Officer delegated powers to manage the two year programme.

Background Papers

Final Second Local Transport Plan for Norfolk 2006-2011

Second Local Transport Plan 2006-2011 (Paper Presented to Cabinet on 30 January 2006)

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If you need this report in large print, audio, Braille, alternative format or in a different language please contact Grahame Bygrave on 01603 638030 or textphone 0844 8008011 and we will do our best to help.

Appendix A: Norfolk County Council - Planning and Transportation - Capital Programme - 2008/09 to 2010/11

Scheme Type	2008/09	OTHER FUNDING	2009/10	OTHER FUNDING	2010/11	OTHER FUNDING
Majors Accepted	0	0	0	0	0	0
Majors Developing	50	3,050	623	9,536	517	18,113
Bus Infrastructure Schemes	1,270	522	1,240	205	1,075	0
Bus Priority Schemes	350	215	306	1,135	375	0
Public Transport Interchanges	550	175	665	245	650	0
Park & Ride	230	232	121	5,400	150	0
Cycling Schemes	792	25	940	800	850	560
Road Crossings	875	15	840	358	825	100
Walking Schemes (including New Footways)	1,026	1,071	1,110	2,460	910	1,007
Local Road Schemes	1,861	1,726	1,262	2,741	1,373	0
Safer & Healthier Journeys to School	801	46	825	140	835	0
Local Safety Schemes	1,445	918	1,373	1,922	1,450	50
Traffic Management and Traffic Calming (including Air Quality Improvement Schemes)	915	323	1,135	2,440	1,175	0
Other Schemes	130	0	130	60	30	0
Fees for future schemes	450	0	200	0	450	0
Retention / Land costs on completed schemes	295	0	250	0	300	0
Detrunked Roads & Bridges	1,210	0	3,750	0	3,500	0
Structural Maintenance	17,130	7,000	17,143	7,000	19,134	7,000
Bridge Strengthening / Bridge Maintenance	2,000	150	2,380	0	2,000	0
Totals:	31,380	15,468	34,293	34,442	35,599	26,830
Integrated transport (excluding Majors Accepted):	11,040	8,318	11,020	27,442	10,965	19,830

Notes:

1. Above figures in £000's
2. Local Transport Plan funding detailed under main year headings i.e. 2009/10
3. Other Funding includes Specific Road Safety Grant, Section 106, Section 278, City Council, County Council & Major Scheme funding

Appendix B: Structural Maintenance Budget Allocations 2009/10 including De-trunked Roads

Funding	£
LTP Structural Maintenance Grant	19,523,000
County Contribution	7,000,000
De-trunk grant	3,750,000
	30,273,000

Spending

Countywide	£
Bridges	2,380,000
Traffic Signal Replacement	1,000,000
Traffic Management	300,000
HGV Signing	30,000
Park & Ride	0
	3,710,000

Countywide	£	
De-trunk Principal Roads (Surfacing)	3,500,000.00	3,750,000
De-trunk Principal Roads (surface treatment)	250,000.00	
Principal Roads (Surfacing)	3,512,500.00	5,392,500
Principal Roads (Surface Dressing)	1,630,000.00	
Principal Roads (SCRIM)	250,000.00	
Non - Principal Surface Dressing (B's, C's & U's)	5,631,000.00	
Area Managers Schemes	800,000.00	
Footways - category 1/2 works	890,139.00	
Carry-over & Other Costs etc.	950,000.00	
	17,413,639	

District	£			
	Surfacing B, C & U	Haunching B, C & U	Footways Cat 3 & 4	Drainage
North	392,400	110,000	450,360	253,000
Broadland	446,900	5,500	466,560	698,700
Gt Yarmouth	174,400	44,000	383,400	465,750
West	453,440	83,600	405,864	584,200
Breckland	461,120	132,000	388,800	155,250
South	463,250	126,500	276,675	491,050
City	396,302		713,376	126,889
Total	2,787,812	501,600	3,085,035	2,774,839

9,149,286

Total Spending

30,272,925

Broadland, Norwich and South Norfolk Joint Core Strategy Consultation

Report by the Director of Environment, and Transport and Development

Summary

The purpose of this report is to update Members on the emerging Joint Core Strategy (JCS) for Broadland, Norwich City and South Norfolk.

The JCS needs to deliver significant quantities of growth. The Greater Norwich Development Partnership (GNDP), which includes the County Council, is currently undertaking full public consultation on a draft strategy and, in particular, a favoured option for the distribution of growth. The distribution of housing growth will have a significant impact on the County Council's services and responsibilities.

This report provides the opportunity for the Panel to contribute to the consultation. Members' views are sought.

1. Background

- 1.1. Broadland, Norwich and South Norfolk Councils are working together to produce a Joint Core Strategy for their area. The Core Strategy is the overarching strategy for Local Development Frameworks (LDFs). The County Council does not have a statutory duty to produce LDFs (other than for Minerals and Waste) and would normally simply be a consultee at each stage. In this case, the County Council is a full partner within the Greater Norwich Development Partnership (GNDP). Consequently our service needs and policies will be reflected in the Joint Core Strategy and the document will have the same status as a statement of County Council policy.
- 1.2. In the winter 2007/8 the GNDP undertook a full public consultation on the "Issues and Options" stage. A further round of consultation targeted on technical consultees took place during August and September 2008. This was focused on those organisations that will play a key role in implementing the strategy. As part of this consultation reports were considered by PTEW, Economic Development and Culture, and Children's Services Review Panels at their meetings in September 2008. This "technical" consultation document took the form of draft policies and 3 options for growth in the Norwich Policy Area (NPA).

- 1.3. At their meeting of 18 December 2008, the member level GNDP Policy Group considered the results of the consultations and evidence gathered so far. The Policy Group recommended full public consultation using the same draft policies as for the targeted technical consultation but including a new single favoured distribution of growth in the NPA., subject to:
- The endorsement of constituent planning authorities
 - The results of a review by the Planning Inspectorate giving confidence about the evidence base
 - A further meeting of the GNDP policy group on the 19 February following the review.

This approach was subsequently endorsed by all the constituent authorities including our Cabinet on January 5 2009.

- 1.4. The review by a Planning Inspector has been completed. The purpose was to consider whether there is anything in the process at this stage that appears to be potentially contentious or problematic. She concluded that more work remains to be done to provide an audit trail demonstrating that the favoured strategy is founded on a robust and credible evidence base; and is the most appropriate strategy when considered against the reasonable alternatives.
- 1.5. The GNDP Policy Group met on the 19 February and concluded that the Inspector's concerns can be addressed, in part by slight modification to the favoured option for the distribution of growth in the NPA agreed in December/January. A proposal for a new settlement at Mangreen is no longer included in the revised favoured option, but will instead be tested through a study into future growth options for an early review of the strategy. This review is likely to be triggered by the review of the East of England Plan. With the removal of Mangreen the favoured Option is most similar to Option 2 previously seen by Members.
- 1.6. Public Consultation began on 2 March and continues for eight weeks. The purpose of this report is to provide the opportunity for members to comment as part of this wider consultation. These comments will be considered by GNDP prior to agreeing a "submission" version of the JCS in the summer.

2. **Consultation Document**

- 2.1. The only changes to the document previously seen by members in September 2008, are the inclusion of the favoured option for growth and minor consequent changes to policies. In addition, the consultation states the intention to review the "settlement hierarchy" and in particular the identification of villages for development at the lower end of the hierarchy, the quantity of development that should be accommodated, and how to introduce

appropriate flexibility.. The intention is to explore the scope for extending the opportunities for growth in smaller villages.

- 2.2. Members should note the reduced requirement for new housing allocations compared to previous consultations. This has a particularly strong impact on the NPA where the need for new allocations has reduced from 24,000 to 21,000 dwellings. This results from the re-basing of the analysis from 2006 to 2008 and incorporating new information on likely delivery from existing commitments. Members should note that the reduction in new allocations for Norwich actually masks an increased contribution for the period as a whole of around 1,000 dwellings (because of a large number of recent completions and a greater expected contribution from current commitments).
- 2.3. The total amount of growth to be delivered in the period 2008-2026, taking account of current commitment and these new allocations, is 36,000 dwellings of which 32,000 will be in the NPA. This is required to be a minimum level and additional growth for example unallocated "windfall" development will take place.
- 2.4. County Council officers are part of the team developing the JCS and service departments are continuing to provide the necessary technical input.
- 2.5. Copies of the full consultation document and the report to GNDP Policy Group of 18 December 2008 have been placed in the Members room.

3. **Key Issues**

- 3.1. Members may wish to comment on any aspect of the consultation document but the key issues relate to the favoured growth option for the NPA.
- 3.2. The proposed distribution of new housing allocations under the favoured option is tabulated below. The allocations for Broadland and Norwich are largely the same as for all the three Options previously considered. New allocations in Norwich have been reduced to take account of the current assessment of urban capacity. Growth in the North East has been brought forward to provide a higher level of growth prior to 2026. The proposed Rackheath Eco-Community would be part of the proposed growth in the North East sector. The variation in the previous Options was largely confined to South Norfolk and the favoured Option provides a further variation. The locations are broadly similar to previous Option 2 but the levels of growth have been varied and the South West sector split between Hethersett and Cringleford.

Location	Number of dwellings to be allocated
Norwich	3,000
Broadland NPA smaller sites	2,000
South Norfolk NPA smaller sites	1,800
North East (Old Catton Rackheath Sprowston Thorpe St Andrew triangle)	7,000 (rising to 10,000 post 2026)
Hethersett area	1,000
Cringleford	1,200
Wymondham	2,200
Costessey/Easton	1,000
Long Stratton	1,800
Total to 2026	21,000

- 3.3. Members will recognise that one of the over-riding principles must be the ability of the strategy to provide and support necessary social and physical infrastructure and the need to deliver sustainable new communities (not just housing). Of particular relevance, these locations must contribute to the East of England Plan's (EEP) requirement for "a major shift in emphasis across the NPA towards travel by public transport, cycling and walking". This will have implications for the location of development and also its mix, scale and form.

Relationship with the Norwich Area Transportation Strategy (NATS)

- 3.4. In conjunction with the JCS consultation, we are using the opportunity to inform the public on progress on implementing the Norwich Area Transport Strategy (NATS). NATS is required to deal with existing transport challenges. It will also support the JCS by identifying the infrastructure and initiatives to be delivered over the life of the JCS to facilitate the growth planned for the Norwich area. This initial consultation is fairly high level and has the objective of providing information on the main principles and components for a likely transport implementation package to support the JCS. A leaflet is being produced and will be made available at the meeting. Work is currently being undertaken to produce the full transport implementation package and it is

proposed that consultation on this will take place during the summer.

3.5. Implications of the proposed distribution

3.6. There are a number of outstanding issues relating to the proposed distribution of growth that have still to be evidenced. Outstanding issues relate particularly to transportation, secondary education and implications of the historic landscape.

3.7. Like all three options in the previous consultation document, this revised proposal has pros and cons. Many of these are shared with the other options, as set out in the GNDP Policy Group papers. The rest of this report highlights the key issues for County Council services. There appear to be some clear advantages from the proposal:

- Development at Long Stratton will provide funding to help deliver a Long Stratton bypass, a County Council priority scheme with planning permission and strong local support. It would bring significant amenity benefits to residents and improve this key link between Norwich and Ipswich.
- The reduced scale of development in Wymondham and Hethersett is likely to make it easier to preserve the current character of these settlements.
- More generally, South Norfolk Council consider that the proposal has the potential to better fit the existing settlement character and pattern of South Norfolk
- Greater dispersal of development across a larger number of locations will help house builders to maximise delivery rates.
- Overall growth is less reliant on delivering a single major junction improvement (at Thickthorn)

3.8. On the other hand, there are some outstanding risks to this Option that will be investigated over the next few months. Some of these are common to other options.

- The proposal is likely to require significant investment at the Thickthorn southern bypass junction (this might involve costs of up to £40m).
- The level of development proposed at Long Stratton is insufficient to fully fund the bypass, other necessary infrastructure and the required level of affordable housing. Therefore other funding sources will still be required or reduced infrastructure accepted.
- The dispersed nature of development in the A11 corridor challenges the viability of high frequency public transport and BRT.
- An historic landscape assessment still needs to be completed. Initial desk-based analysis suggests that some of the proposed areas are sensitive.

- None of the growth locations in South Norfolk is of sufficient scale or sufficiently concentrated to support a new high school.
 - The level of growth at Wymondham poses particular risks as the existing school is already over capacity and its constrained site cannot be expanded. Costessey High serves growth at Costessey and Easton and is also on a constrained site
 - There are also challenges at Hethersett High School which is close to capacity and on a limited site. The proposed developments at Hethersett, and Cringleford are in this catchment.
- 3.9. On the issue of Infrastructure, the Planning Inspector's review advised that the GNDP will need to support the submission of the JCS with evidence that all infrastructure providers agree that there is a reasonable prospect that the crucial components of infrastructure can be provided at the appropriate time. The GNDP has engaged consultants to review the need for, cost and timing of key supporting infrastructure. This process is engaging with appropriate providers including through the Local Strategic Partnership and County Strategic Partnership.

Economic Issues

- 3.10. An economic strategy for the GNDP area is currently being developed. It has been subject to stakeholder consultation and is expected to be adopted in April. This will help support the JCS and the growth proposed. Emerging monitoring information suggests that job growth in the GNDP area between 2001 and 2008 has been amongst the best in the region and is likely to have been significantly ahead of the targets set by the East of England Plan.
- 3.11. The JCS spatial strategy for employment growth is based around the strategic employment locations set out in the East of England Plan, including
- a. Significant expansion of office provision in the City Centre
 - b. Significant expansion of health, higher education and, in particular, science park activity at UEA/NRP
 - c. A new business park associated with the Airport and focussed on airport related uses
 - d. An extension to Broadland Business Park
 - e. Consolidation of activity at Longwater
 - f. Expansion of activity at Hethel relating to automotive and high tech engineering
 - g. other employment development including opportunities in major growth locations.

- 3.12. Most of the major growth locations have easy access to one or more of these strategic employment sites. This will help support the development of businesses and services by providing a local workforce, and ensure that people have opportunities to access employment by walking and cycling. Long Stratton is less well located but will include expanded local opportunities.

4. **Resource Implications**

- 4.1. **Finance:** The ongoing work is being funded from existing budgets and Growth Point funding. Delivery of growth on this scale will impact on the prioritisation of County Council funding as Transport Authority and service provider.
- 4.2. **Staff:** County Council staff continue to make a significant contribution to development of the JCS for the GNDP.
- 4.3. **Property:** The County Council has significant land holdings in the JCS area.
- 4.4. **IT :** None

5. **Other Implications**

- 5.1. **Legal Implications:** None.
- 5.2. **Human Rights:** None.
- 5.3. **Equality Impact Assessment (EqIA) :**

An EqIA has yet to be undertaken for the proposed distribution of growth. Impact at this strategic policy level tends to be limited. However, easy access to local jobs and services benefits people balancing caring and homemaking responsibilities with paid employment. The majority of planned growth will assist with this.

- 5.4. **Communications :** None

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

Production of a sound core strategy lays the foundation for cohesive and safe communities and will be beneficial in minimising crime and disorder.

6. **Conclusion**

The scale of change in the Norwich area is large and the vision and objectives for sustainable communities are appropriately ambitious and challenging. County Council responsibilities and services have a crucial role to play in the realisation of this growth in a sustainable way.

Following this consultation it is intended to produce a “submission” version of the Joint Core Strategy. Consequently, the current consultation is likely to be the last chance to significantly influence

the development of the Strategy. Members' views are sought. These will be included as the Review Panel's response to the GNDP.

Action Required

- (i) Members to note the contents of the current consultation.
- (ii) Members may wish to contribute to the consultation and comment on the Joint Core Strategy and in particular provide views on the distribution of major growth.

Background Papers

The East of England Plan 2008

Joint Core Strategy for Broadland, Norwich and South Norfolk –Consultation March 2009

GNDP Policy Group papers 18 December 2008

Norfolk County Council Cabinet 5 January 2009

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Phase Two of the Residual Waste Treatment Project – Bid Evaluation Methodology

Report by the Director of Environment, Transport and Development

Summary

The purpose of a bid evaluation model is to ensure that the most economically advantageous tender is taken through to the award of contract. It also identifies to prospective bidders what the priorities and requirements of the County Council are. The evaluation model will be applied to detailed solutions received from a shortlist of between four to six bidders that have passed a pre-qualification process for Phase Two of the Residual Waste Treatment Project (also referred to as Contract B).

A major public consultation and series of focus groups looked at what the public thought should be considered when assessing future proposals for waste treatment and the results were considered by a member and officer workshop.

The outcome of this process is that a bid evaluation model broadly similar in structure to that used in Contract A (Phase One of the Residual Waste Treatment Project) is recommended with a shift in emphasis from technical considerations to environmental factors, a change that links directly back to findings from the public consultation.

1. Background

- 1.1. A revised Outline Business Case was submitted to Defra on 18 December 2008 for Phase Two of the Residual Waste Treatment Contract.

It is expected that Defra will approve the start of procurement in late March 2009. In April 2009 a notice would then be placed in the Official Journal of the European Union advertising the contract. Following a pre-qualification process a bid evaluation model is needed that can assess each bid in terms of its cost and quality.

The Business Case submitted to Defra used an Energy from Waste facility as a Reference Project to help establish a theoretical affordability gap however bids using a range of different technologies are expected.

2. **Public Consultation March to May 2008**

- 2.1. In March 2008 approximately 346,000 questionnaires were distributed in free press publications, via parish councils and customer service centres, libraries, other public spaces and provided on request; the questionnaire was also available for completion on the County Council's website (Future of Waste in Norfolk, What's Important to You? Public consultation by Norfolk County Council, March 2008).

The March 2008 edition of Your Norfolk magazine contained a two page feature highlighting the questionnaire process and explaining the progress the County Council was making on delivering residual waste treatment services. Adverts were also placed in the local press and old radio jingles were recycled to help advertise the process.

The questionnaire process ended on 11 April 2008 and the results were then analysed by Mott MacDonald (Future of Waste in Norfolk Quantitative Research Findings Report, Mott MacDonald, May 2008). There were 7,891 respondents, a response rate of 2%.

- 2.2. Through the questionnaire members of the public were invited to express their views on what should be taken in to account when comparing different ways of treating the household rubbish left over after recycling by identifying how important they thought it was that:

- (a) The treatment plant will recycle and compost more of the left over household rubbish.
- (b) The treatment plant will contribute to lower greenhouse gas emissions.
- (c) The treatment plant technology is proven and reliable.
- (d) How much of the treated rubbish goes to landfill.
- (e) The treatment plant will produce energy (gas/electricity) from the rubbish.
- (f) Cost and impact on council tax.
- (g) The treatment plant will produce steam/heat to contribute to local heating schemes.
- (h) The treatment plant can be built and up and running quickly.

On treatment options there was almost universal consent that all these factors were important and the ranking of importance was as listed above.

Other items that were identified were to increase recycling/composting (10%) and no incineration (7%), a further 6% mentioned the need to focus on waste minimization.

- 2.3. As well as looking at the technology members of the public were invited to express their views about the possible effects that a waste treatment plant might have on people living and working in the surrounding area by identifying how important the following factors were:

- (a) Odour / smell.
- (b) Air pollution.

- (c) Noise.
- (d) Impact of traffic.
- (e) How big the plant is.
- (f) What the plant looks like.

The ranking of responses was as listed above and other factors identified by respondents included plant location (14%) and siting away from residential areas (6%).

2.4. Participants were also asked to prioritise the following considerations in deciding how to manage waste:

- (a) Impact on the environment.
- (b) Diverting leftover household rubbish from landfill.
- (c) Impact on local residents.
- (d) Cost.
- (e) Type of treatment plant technology.

The ranking was as listed above. The impact on the environment was rated as the most important by 43% of respondents whilst 16% rated the type of treatment plant as the most important whilst 37% rated it as the least important.

Other factors identified by respondents included minimizing waste (13%), increasing recycling (11%), incineration (5%) and no incineration (5%).

2.5. Overall respondents rated impact on the environment and the diversion of waste away from landfill as most important. In terms of impact on local people most importance was given to odour and air pollution.

Cost was a divisive issue with half of respondents saying it was most important issue and half stating it was the least important. There was lack of importance attached to the production of heat and getting a plant up and running quickly.

The key messages generally remained the same, ie the ranking, regardless of who the respondent was in terms of age, gender or district however the strength of the responses did change ie older respondents identifying more factors as very important.

3. **Focus Groups May 2008**

3.1 A series of Focus Groups with a range of stakeholders was also arranged to explore people's instinctive responses to certain propositions and statements and establish how or whether these changed as more information or different propositions are provided.

Researchers conducted four focus groups in May 2008 at different locations in Norfolk, Old Catton, King's Lynn, Stalham and Attlebridge, to allow the views of a mixture of Norfolk's population to be represented.

Attendees were recruited face to face to ensure a representative mix based on

gender, age, and residents who recycled and did not recycle. The participants' views were then collated by Mott MacDonald (Future of Waste in Norfolk Qualitative Research Findings Report, Mott MacDonald, May 2008).

- 3.2 Participants were generally familiar with the fact that their rubbish is sent to landfill and agreed that this was not a viable long term solution. It was mentioned that it was important that any solution produced an end product that was usable and benefited the community, a treatment plant that produced energy and recycling / composting was seen as the ideal solution however the cost of such a solution to the individual was as crucial, if not more crucial, for some.

It was identified as important that the plant is able to generate income through selling energy and reusable products and reinvestment in to the scheme, rather than profit generation, was an important factor. Impact of a treatment plant on local residents was also deemed important but overall participants were open to the idea of waste treatment although all agreed that more information would be needed.

4. **Bid Evaluation Workshop June 2008**

- 4.1 On 05 June 2008 a workshop was held to allow members of the Planning, Transportation, Environment and Waste Review Panel and representatives of the Waste Project Board and other key individuals to consider the results of the consultation process and the focus groups and use these insights to help develop suitable bid evaluation criteria which could be applied to bids for Phase Two.

The process allowed attendees to cast votes on the main evaluation areas to establish individual weightings for quality criteria and also a cost quality ratio that would be then inserted in a bid evaluation model similar in structure to that used in Contract A.

- 4.2 The bid evaluation model for Contract A is constructed using three tiers of evaluation.

Each Tier 3 criterion is a question that the evaluation teams mark each bidder's response against, these scores feed in to a Tier 2 criterion to give a score that feeds to a Tier 1 criterion. Tier 1 criteria are: Quality, Affordability and Cost, and Commercial and the combined score of the Tier 1 criteria generates a percentage score for each bid.

The evaluation principles for Contract A, originally the output of a Waste Project workshop, were developed further by recommendation by the Project Board on 21 October 2004 and approved by Cabinet on 22 November 2004.

At a high level the evaluation model has the following structure and weightings. The deliverability of the funding package and the financial robustness of the bid were both treated as pass or fail criteria in addition to being scored.

Tier 1	Quality 50%		Affordability and Cost 40%		Commercial 10%	
Tier 2	Technical	40	Risk adjusted cost and impact on balance sheet	100	Financial Robustness	30
	Planning	20			Deliverability of funding	30
	WCAs	15			Economic standing	10
	Environmental	10			Legal and contractual	20
	Partnership	10				
	Property	5			Overall Integrity	10

4.3 The outcome of the workshop in June 2008 when applied to the same model is as shown below.

Tier 1	Quality 48.6%		Affordability and Cost 41.3%		Commercial 10%	
Tier 2	Technical	23.67	Risk adjusted cost and impact on balance sheet	100	Financial Robustness	30
	Planning	16.67			Deliverability of funding	30
	WCAs	14.72			Economic standing	10
	Environmental	23.28			Legal and contractual	20
	Partnership	13.94				
	Property	7.72			Overall Integrity	10

4.4 The main changes reflected in the outcome are the changes to the environmental weighting, which has increased, and the technical weighting which has decreased.

5. The Proposed Bid Evaluation Model

5.1 The proposed approach is to reflect the views of the workshop but to slightly amend the weightings by rounding them up or down, and to retain the pass fail requirements for deliverability of funding and the financial robustness.

Tier 1	Quality 50%		Affordability and Cost 40%		Commercial 10%	
Tier 2	Technical	25	Risk adjusted cost and impact on balance sheet	100	Financial Robustness	30
	Planning	15			Deliverability of funding	30
	WCAs	15			Economic standing	10
	Environmental	25			Legal and contractual	20
	Partnership	15				
	Property	5			Overall Integrity	10

5.2 For example this means that of the total score the Environmental weighting would be 12.5% ie 25% of the Quality 50%, whilst the risk adjusted cost would be 40% of the total score, ie 100% of the Affordability and Cost 40%.

- 5.3 The environmental criteria will look at the total environmental performance of solutions using the Waste and Resource Assessment Tool for the Environment (Wrate) to provide a comparison across a range of potential impacts including their contribution to global warming potential in terms of kilograms of Carbon Dioxide (CO₂) equivalent, essentially providing a comparative 'carbon footprint'.

The levels of recycling performance, diversion of Biodegradable Municipal Waste, and diversion from landfill will also be assessed. This is underpinned by a recovery of value minimum threshold above which all bids will have to perform; recovery of value can include front end recycling and recovery of gas or generation of electricity or heat from waste as well as composting.

- 5.4 Since the workshop was held there have been issues raised about the long term stability of markets for recycling and the potential impact of uncertainty in the financial sector.

The proposed bid evaluation model has pass / fail requirements for deliverability of funding and will differentiate between those bids that provide guarantees for performance and those that don't or have very low levels of guarantees for elements such as recycling performance.

- 5.5 Consideration has also been given to the potential for local benefits to be recognised. For Contract A the following two criteria were applied when looking at bidders' approaches to partnership working:

- (a) What mechanisms are outlined for partnership working, ie with the Council, Waste Collection Authorities, Norfolk Waste Partnership and other stakeholders and waste producers? Do proposals demonstrate community and / or local economic benefit from waste recycling where appropriate?
- (b) What is the approach to community relations, eg to promote the proposed technology / services to the public, emphasise social inclusion and provide opportunities for employment?

It is intended to retain this sort of approach when evaluating proposals but not to be prescriptive in terms of requirements as this would be seen to cut across the requirements of EU procurement law and in any event would fetter the range of options open to bidders when drawing up their proposals.

- 5.6 The County Council is providing a site for bidders to use when drawing up their proposals, but the evaluation model also has to be able to function where bidders propose alternative sites within or outside of Norfolk and the criteria for property and planning will allow for this.

6. **The Bid Evaluation Process**

- 6.1 The bid evaluation process will be completed by the Project Team (including officers from the Departments of Finance and Planning and Transportation together with officers of the Waste Collection Authorities) and its external advisors Enviro Consulting, Ernst and Young, Marsh and Sharpe Pritchard and partners Mott MacDonald.

The results of the bid evaluation process will be reported to the Project Board, and to the Overview and Scrutiny Panel wherever possible, who will be able to make recommendations to Cabinet approving bidder short lists or appointing a preferred bidder.

7. **The Pre-Qualification Process and Short List Creation**

The pre-qualification questionnaire will create a shortlist of between four and six of the strongest bidders in terms of the financial status and their waste management experience. A minimum of four (subject to at least four meeting the minimum requirements) will be taken through, and the number above that up to six, will be determined by how close bidders are in terms of the outcome of the pre-qualification process.

This process will have no regard for the type of proposals bidders may have in mind, it is simply to ensure that the focus is on dealing with the strongest and most fit for purpose bidders. This approach is now common for this type of procurement and has been expressed as an expectation of Defra, many bidders are also wary of being involved in a process where large numbers of bidders are taken through to be invited to provide outline or detailed proposals.

The four to six companies on the short list will then be invited to submit detailed solutions and participate in a dialogue process that will lead to each bidder refining their proposals until a preferred bidder can be selected to go through the process to contract award and financial close.

It is expected that a preferred bidder could be selected in late 2010 and a contract awarded in 2011.

8. **Resource Implications**

8.1 **Finance :**

The table below shows projected waste disposal budgets from 2010/11 through to 2015/16 with budgetary increases solely at the expected RPI inflationary rate of 2.5%. The table also identifies the Revenue Support Grant from the PFI credits for Phase Two being paid when the facility becomes operational which is expected to be in 2015.

8.2

When the combined costs of Contract B, Contract A and other treatment and disposal costs are subtracted from the total budget an affordability gap is identified that starts at £4.7m in 2011/12 and increases to £7.5m by 2014/16.

An increase of the level of PFI credits awarded to Contract B, from £77m to £91m, is expected but this will only reduce the affordability gap from 2015 onwards.

£million	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Projected Waste Disposal Budgets	(20.3)	(20.8)	(21.3)	(21.9)	(22.4)	(23.0)
Revenue Support Grant from £77m PFI credits	-	-	-	-	-	(5.5)
Total Budget	(20.3)	(20.8)	(21.3)	(21.9)	(22.4)	(28.5)
Contract B	-	-	-	-	-	11.0
Other treatment and disposal costs	19.4	25.5	27.2	28.3	29.9	21.2
Total Costs	19.4	25.5	27.2	28.3	29.9	32.2
Affordability Gap	(0.9)	4.7	5.9	6.4	7.5	3.7

8.3 **Staff:** None.

8.4 **Property:** A site at the Willows Business Park on the Saddlebow Industrial Estate south of King's Lynn has been secured for the residual waste treatment project.

8.5 **IT:** Appropriate dedicated support, a project Extranet, for the Waste Project procurement is already in place.

9. **Other Implications**

9.1 **Legal Implications:** None.

9.2 **Human Rights:** None.

9.3 **Equality Impact Assessment (EqIA):** A full programme of equality impact assessments has been carried out covering all Planning and Transportation activities and this report is not directly relevant to equality in that it is not making proposals which may have a direct impact on equality of access or outcome.

However, it should be noted that the public consultation was delivered in an equitable manner that aimed to include all the residents of Norfolk and that the focus groups were configured to ensure a representative mix based on gender and age from different socio-economic groups across Norfolk.

The report also identifies that when looking at proposals for waste treatment services part of an evaluation model will assess whether proposals demonstrate community and / or local economic benefit where appropriate and

what the approach is to community relations eg promoting social inclusion and providing opportunities for employment.

9.4 **Communications:** None.

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

10.1 There are no issues arising from this report.

11. **Risk Implications/Assessment**

11.1 The main risk is that if the weightings in the bid evaluation model are imbalanced it could lead to a sub optimal solution being taken forward. For instance if at a high level in the evaluation model the cost and quality ratio is imbalanced the solution taken forward could either be unaffordable or of very low quality. As the proposed weightings in the model are similar to that used on Contract A, and similar to those used by other authorities this is not expected.

11.2 There is a risk that if the bid evaluation model is imbalanced or badly structured potential bidders may be deterred from showing an interest in the contract. As the proposed model is similar to that used on Contract A this is not expected – the evaluation model for Contract A was well received by bidders and has been emulated by other authorities.

12. **Waste Project Board**

12.1 The Waste Project Board met on 26 February 2009 to consider the approach to bid evaluation and the recommendation of the Project Board will be reported verbally to this meeting of the Overview and Scrutiny Panel. The recommendation of the Project Board will also be reported to Cabinet on 06 April 2009.

13. **Alternative Options**

13.1 To not have a bid evaluation model is not a viable option - a bid evaluation model is required for the procurement process.

13.2 To delay the development of the bid evaluation model is not a recommended option. The intention is to advertise the contract in April 2009 and a bid evaluation model is needed by that point to show to potential bidders what the County Council's priorities are and how they will be assessed from the outset – this will lead the approach that bidders adopt.

13.3 At a high level the bid evaluation model could change the cost to quality ratio; this has not been recommended. The proposed approach was essentially the outcome of a Member and Officer Workshop and is similar to that used for Contract A which has worked very effectively.

13.4 At a lower level the weightings of the various criteria could be changed further. This is not recommended as this was essentially the outcome of a Member and Officer Workshop that was informed by the public consultation and focus group processes.

14. Conclusion

- 14.1 The results of a large public consultation in March 2008 and the findings of a series of four focus groups in May 2008 have been used to influence a bid evaluation model for a waste PFI contract. This process involved a member and officer workshop in June 2008 that considered the findings of these processes and also looked at the merits of applying the bid evaluation model used for Contract A.

The conclusion of this process is that a bid evaluation model with a similar structure to that used for Contract A is recommended and that at a high level the cost to quality ratio is retained but that within the quality criteria the weighting for environmental issues is increased and the weighting for technical issues is decreased.

The start of the procurement involves a prequalification process that looks at the financial standing of bidders and their track record and experience on waste management, and not the technology proposed. The recommendation is that at this pre-qualification stage between four and six of the strongest bidders are taken forward and invited to submit detailed proposals.

Action Required

- (i) The Panel is invited to recommend that Cabinet adopts the evaluation model outlined in section 5 of this report so that it can be used to assess bids for the waste PFI contract.
- (ii) The Panel is invited to recommend that Cabinet adopts a pre-qualification process that allows between four and six bidders, subject to at least four meeting the minimum requirements, to be taken forward and asked to submit detailed solutions for the waste PFI contract.

Background Papers (available in the Members' Room)

1. Future of Waste in Norfolk, What's Important to You? Public consultation by Norfolk County Council, March 2008.
2. Future of Waste in Norfolk Quantitative Research Findings Report, Mott MacDonald, May 2008.
3. Future of Waste in Norfolk Qualitative Research Findings Report, Mott MacDonald, May 2008.

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If you need this report in large print, audio, Braille, alternative format or in a different language please contact Joel Hull on 01603 223374 or textphone 0844 8008011 and we will do our best to help.