



Norfolk County Council

Budget consultation 2020-21

Overview

Norfolk County Council will set a new budget on 17 February 2020. In this consultation we are asking for your views on our proposed council tax level for 2020/21, including proposals for the adult social care precept.

We also welcome any comments on our approach to budget savings or any of the individual proposals themselves.

We will feed back your views into the budget setting process.

Why we are consulting

We want to find out what people think about our council tax proposals.

We are consulting through:

- This online consultation, which is also available as a paper copy
- Letter to key partners and stakeholders

We are consulting from 23 October to 10 December 2019. Please note that if we receive any consultation responses after this date we cannot guarantee that we will be able to take them into account.

We will feed back the findings from our consultation to our county councillors as part of the evidence they will use to help them come to a decision about our proposals.

If you need a copy of this consultation document in a different format please email haveyoursay@norfolk.gov.uk, call 0344 800 8020 or Text Relay on 18001 0344 800 8020 (textphone) and we will do our best to help.

Personal information, confidentiality and data protection

We will use any personal information to understand how different groups of people feel about our budget proposals.

We will process any personal information we receive from you in line with the General Data Protection Regulation (GDPR) (Regulation (EU) 2016/679), the Data Protection Act 2018 and Norfolk County Council's data protection policy and guidelines. This means that Norfolk County Council will hold your personal data and only use it for the purpose for which it was collected, being this consultation. You can find a copy of our privacy statement at <https://www.norfolk.gov.uk/privacy>

We want to feed back your views to our councillors. This includes quoting extracts from consultation responses in our report. We do not identify individuals when reporting our findings. For this purpose we ask that you are careful not to disclose personal information in your comments – for example the names of service users or children.

Under our record management policy we will keep this information for five years.

We will not share the information you provide us or pass your personal data on to anyone else. However, we may be asked under access to information laws to publish or disclose some, or all, of the information you provide in response to this consultation. We will only do this where such disclosure will comply with such relevant information laws which include the Freedom of Information Act 2000, the Data Protection Act 2018 and the Environmental Information Regulations 2004.

You can choose not to take part in the consultation, to stop responding at any time, or to ignore any personal questions that you do not want to answer. You can choose to provide your email address if you would like to save your response before submitting it or download a copy of your final response.

Introduction

Norfolk County Council wants Norfolk to be a county where businesses, organisations and communities work together to create a better place to work and live in.

Our business plan, **Together, for Norfolk**, sets out how we are planning to grow our economy, manage development and achieve better futures and outcomes for everyone who lives and works here.

Day to day, we provide services to give children and young people the best start in life, support vulnerable and older people, maintain our highways and transport network, provide library, waste disposal and fire services and work in partnership to grow the economy.

We are currently delivering these services in a changing financial climate that has seen a huge amount of money taken out of local government since 2010. Like all councils, we have come to the end of a long-term funding deal and are awaiting announcements from Government about the level of funding we can expect in the future.

Although we are faced with financial uncertainty we are not sitting back and doing nothing. We have been investing the money we do have on making our services more efficient, keeping families together and helping vulnerable people remain independent. We continue to ask the Government for fairer funding, a better way to pay for social care for older people and more investment in transport links and broadband so that we can help grow our local economy.

Making decisions about how we spend your money is never easy. We have focused our budget on the needs of vulnerable people by increasing the proportion of our budget we spend on social care for children and adults. However, as demand is rising all the time this increase is still not enough to stop our services feeling the squeeze. Even increasing council tax, by the amount we're allowed to without a local referendum, won't balance our budget. There are statutory services we need to protect and a limited choice of where savings can be made. This means we must find around £40m savings in savings in 2020-21.

By listening to our residents we know what services you value. And by developing our budget proposals in line with residents' priorities and our strategy of changing services to make them more efficient, we can make most of the savings we need without directly affecting services.

We now want to hear your views on our council tax and budget approach to help our elected councillors agree a balanced budget for next year.

Together, for Norfolk

We have three outcomes in our **Together, for Norfolk** plan:

Growing economy

We want Norfolk to be a place that stands out for impressive growth, sustainable housing, good connectivity, strong infrastructure and skills for the future.

Thriving people

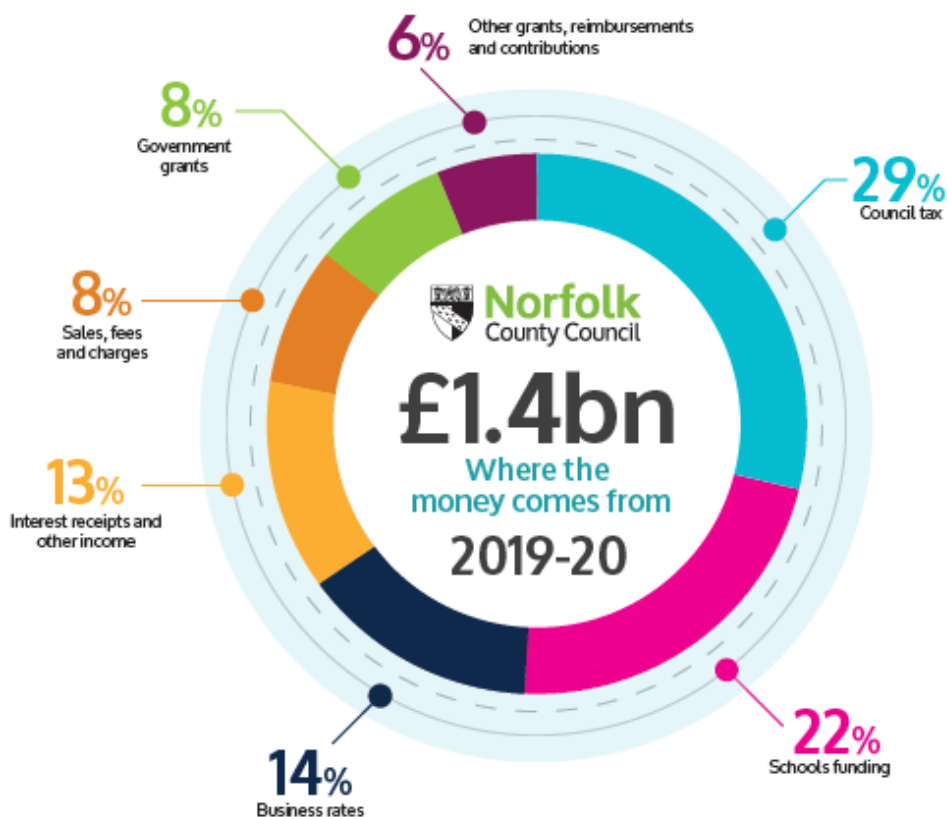
We want families and people of all ages to be independent, resilient and well throughout their lives.

Strong communities

We want to make Norfolk a better place to live.

What we spend on council services

Where the money comes from:





Children's Services

- Schools - £341.5m
 - Social care - £97m
 - Support to schools - £74.7m
 - Early help & prevention - £26.2m
 - Performance and challenge - £7.6m
- Total: £547.0m**

Adult Social Services

- Social care - £377.4m
 - Commissioned services - £29.4m
 - Early help and prevention (including reablement) - £18m
 - Finance and legal - £1.4m
 - Workforce learning and development - £1.4m
- Total: £427.6m**

Financial & Commercial Services

- Information management and technology - £16m
 - Finance - £14.3m
 - Corporate property team - £12.5m
 - Procurement - £1.4m
- Total: £44.3m**

Running the Council

- Supporting democratic processes (inc elections) - £5.6m
 - NPLaw (Legal services) - £5.2m
 - Human resources - £5.1m
 - Strategic services - £1.6m
 - Communications and consulting with the public - £1.3m
 - Intelligence & analytics - £1.3m
- Total: £20.1m**

Total NCC 2019-20 Budget
£1.4bn
 Where does your money go?

Community and Environmental Services

- Planning & economy - £182.1m
 - Public health - £39.8m
 - Fire and rescue service - £32.5m
 - Community information & learning - £21.2m
 - Culture & heritage - £14.5m
 - Economic development - £4.4m
 - Better broadband for Norfolk - £4.3m
 - Support & development - £3.1m
- Total: £301.9m**

Finance General

Total: £60.3m

Where the money is spent:

Background to council tax

Council tax helps pay for local services and applies to all domestic properties whether owned or rented. How much you pay depends on the valuation band of your property. The responsibility to pay council tax usually lies with the occupier.

Each organisation that provides services in your area sets their own proportion of the council tax bill you receive. These are:

- Norfolk County Council
- your district council
- your parish council (if you have one)
- Norfolk Police

In this consultation we will be asking you about Norfolk County Council's share of the council tax. This is currently made up of two parts – **general council tax**, and an amount that is ring-fenced for adult social care which is called the **adult social care precept**.

Our council tax proposals

To help us deal with our cost pressures and invest in vital services we are proposing to raise general council tax by 1.99% in 2020/21.

Most of the money that you pay as part of Norfolk County Council's share of the council tax helps fund the costs of all the services provided by the council and is not linked to specific services. The maximum amount that government currently says that we can increase this 'general' council tax by without having to hold a local referendum is 2%. It is possible that in the future the government could allow councils greater freedom to increase this general council tax by more than 2%.

To help us maintain our adult social care services we are proposing to raise the adult social care precept by 2% in 2020/21.

Adult social care services are those that support older people, disabled people and people with mental health problems. These services help people to stay safe in their own homes and continue to be independent.

Where this is not possible, adult social care can support people in residential care. In 2019/20 our gross budget for adult social services is £427.598m.

In 2015 the government gave councils like Norfolk the opportunity to raise council tax to help pay for adult social care services – this is called the adult social care precept. The money we raise from the adult social care precept is ringfenced which means that we can only spend it on adult social care services.

As part of the process of setting our budget we have to report to government and confirm that we use the money we receive from this precept solely for adult social care services.

Initially councils could raise council tax by up to an extra 2% a year for the period 2016/17 to 2019/20. Then, in 2016 the government announced that for the three years from 2017/18 to 2019/20, councils would be allowed to increase the adult social care precept by up to 3% a year, but no more than 6% in total over that period. Norfolk County Council took the decision to increase the adult social care precept by 3% in 2017/18 and 3% in 2018/19. This meant that in 2019/20 we did not increase the adult social care precept but continued to collect the existing precept and spend this on adult social care.

In its spending round on 4 September 2019 the government announced that councils could increase the adult social care precept by up to 2% in 2020/21.

The effect our proposals would have

In 2019/20 our council tax charge for a Band D home was £1,362.24 and £96.05 of this was the adult social care precept. If both our proposals went ahead we would increase council tax by a total of 3.99%. This would mean:

- In 2020/21 our council tax charge for a Band D home would be £1,416.51 and £123.21 of this would be the adult social care precept.
- A typical Band D home would see an annual increase of £54.27 for the year, that's £1.04 per week. We've based our budget proposals for 2020/21 on the assumption that council tax will increase overall by 3.99%. If we do not increase council tax, then we would have to find around an extra £16.3m in savings.

Q. How far do you agree or disagree with our proposal to increase Norfolk County Council's share of general Council Tax by 1.99% in 2020/1? Please tick (✓) one answer only:

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Don't know

Q. Why do you say that? Please write in the box below:

Q. How far do you agree or disagree with our proposal to raise the social care precept by 2% in 2020/21? Please tick (✓) one answer only:

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Don't know

Q. Why do you say that? Please write in the box below:

Our budget approach 2020-21

At our Cabinet Meeting on 7 October we outlined all our saving proposals for 2020-21.

We are proposing to save £1.6 million through making our internal processes more modern, efficient and business-like.

We are also proposing to make savings in departments. Over the next few pages you can find out more about our approach to making savings and a list of the savings proposed.

This year none of our outline budget proposals need to go out to further public consultation at this stage as none of them directly impact on service delivery. However, if once the budget is agreed and the Council starts to implement the proposals we discover that any of the proposals do impact on delivering services, then we may need to carry out detailed consultation on those proposals in the future.

We welcome any comments you have, either about our general approach or any individual savings proposals.

Business transformation

We want to carry out our work and deliver services to the people of Norfolk as efficiently as possible. This helps us save money.

We are making the way we work more efficient through our Smarter Working programme. This involves managing demand for our services, being business-like and using digital technology to make sure we get value for money. We are also joining our work up so that it is done once and done well and using evidence and data to target our work where it can make the most difference.

Our budget proposals for this year concentrate on using digital technology to become more efficient, modern and business-like. We are also proposing to make the most of our properties, make sure our staff are in the right locations to deliver our services and make our traded services more commercial.

Ref	Saving Title	2020-21 £m	2021-22 £m	2022-23 £m	2023-24 £m	Total £m
BTP001	Continuing our smarter working programme , which achieves efficiencies by changing the way we work.	-0.335	-0.265	-1.000	0.000	-1.600
BTP002	Rationalising and making the most of our own properties to reduce external venue hire costs.	-0.350	-0.146	-0.112	-0.112	-0.720
BTP003.1	Increasing council tax and business rates income by preventing and detecting fraud.	-0.500	-0.500	0.000	0.000	-1.000
BTP003.2	Digitising print, post, scan and record storage leading to a reduction in direct costs.	-0.200	-0.200	-0.300	-0.300	-1.000
BTP003.3	Making the most of technology to make every day business transactions more efficient.	0.000	-2.450	0.000	0.000	-2.450
BTP004	Receiving discounts from suppliers by offering them early payments.	0.000	-0.500	0.000	0.000	-0.500
BTP005	Reviewing all of Norfolk County Council's traded services to make sure they are run on a fair commercial basis.	-0.236	-0.191	0.000	0.000	-0.427
		-1.621	-4.252	-1.412	-0.412	-7.697

Q. Do you have any comments about our approach to making savings through business transformation? If yes, please write in below. If you wish to comment on an individual proposal, please include its reference number beside your comments.

Adult social services

We want to support people to be independent, resilient and well. Our strategy to do this is called Promoting Independence. We are working to support people earlier to prevent people reaching crisis point and to help people remain living in their home and community wherever possible. We are also focusing on people's strengths and making the most of the existing support they have, to help them keep independent in their local community.

As well making lives better for people, our approach has helped us save money. We are using this money to help us meet the increasing demands for social care across Norfolk.

Our budget proposals for this year concentrate on investing in services that help people to stay at home or safely return home after a stay in hospital which also costs less. We are also able to save money by joining up with other organisations in health and social care as commissioning services together makes things more efficient. Lastly, if we have assessed someone and need to meet their care needs, we want them to have more choice about the services they can use. This helps us get better value for money.

Reference	Saving Title	2020-21 £m	2021-22 £m	2022-23 £m	2023-24 £m	Total £m
ASS001	Expanding home based reablement , which saves money in the long term by preventing unnecessary hospital admissions and supporting more people to swiftly return home from hospital.	-3.000	-2.000	0.000	0.000	-5.000
ASS002	Expanding accommodation based reablement , which saves money by enabling people with higher needs to quickly return to their home from hospital without needing residential care.	-0.750	-0.250	0.000	0.000	-1.000
ASS003	Extending home based support for people with higher level needs or dementia so that they can remain in their home especially after an illness or hospital stay, which saves money on residential care.	-0.200	-0.150	0.000	0.000	-0.350
ASS004	Working better across health and social care teams to help prevent falls , which in turn helps prevent hospital admissions and saves money on residential care.	-0.140	0.000	0.000	0.000	-0.140
ASS005	Supporting disabled people to access grants that are available	-0.050	0.000	0.000	0.000	-0.050

Reference	Saving Title	2020-21 £m	2021-22 £m	2022-23 £m	2023-24 £m	Total £m
	for access to education and support to attend university.					
ASS006	Increasing opportunities for personalisation and direct payments , which will help both increase choice of services and value for money, through more efficient commissioning.	-0.500	0.000	0.000	0.000	-0.500
ASS007	Reviewing how we commission residential care services to save money by making sure we have the right services in the right place.	-0.500	-0.234	0.000	0.000	-0.734
ASS008	Developing consistent contracts and prices for nursing care by working more closely with health services.	-0.190	-0.110	0.000	0.000	-0.300
ASS009	Debt management (one-off) - reclaiming money owed by other organisations.	-0.500	0.500	0.000	0.000	0.000
ASS010	Reducing the money we spend on supporting providers to develop a market of affordable, quality, social care.	-0.010	0.000	0.000	0.000	-0.010
ASS011	Reviewing staffing levels in back office and support services.	-0.100	0.000	0.000	0.000	-0.100
ASS012	Funding of the Norfolk Swift Response Service by Health.	-1.300	0.000	0.000	0.000	-1.300
		-7.240	-2.244	0.000	0.000	-9.484

Q. Do you have any comments about our approach to making savings in adult social services? If yes, please write in below. If you wish to comment on an individual proposal, please include its reference number beside your comments.

Children's services

Like most councils we are working in very challenging times and have a strategy in place to transform our services to meet the needs of children and families in Norfolk.

A key part of our strategy is to invest more money in keeping families together and providing better care. This makes families lives better as well as saving us money. Our approach is already paying off as we are seeing fewer children coming into care and fewer children being placed in services outside Norfolk.

Our budget proposals for this year follow this successful strategy of investing in services to prevent future demand. We will continue to work closely with our partners to make sure services are better joined up and more efficient. We also propose investing in a range of new services that offer alternatives to placing children in care. Lastly, we want to explore new ways of doing things. By better understanding the needs of children and families we can commission new and more efficient services which lead to positive changes in their lives.

Reference	Saving Title	2020-21 £m	2021-22 £m	2022-23 £m	2023-24 £m	Total £m
CHS001	Prevention, early intervention and effective social care – Investing in an enhanced operating model which supports families to stay together and ensures fewer children need to come into care.	-1.000	-1.000	-0.500	0.000	-2.500
CHS002	Alternatives to care – Investing in a range of new services which offer alternatives to care using enhanced therapeutic and care alternatives, combined with a focus on support networks from extended families keeping families safely together where possible and averting family crises.	-1.200	-1.400	0.100	0.000	-2.500
CHS003	Transforming the care market and creating the capacity that we need – Creating and commissioning new care models for children in care – achieving better outcomes and lower costs.	-3.500	-4.000	-1.600	0.000	-9.100

Reference	Saving Title	2020-21 £m	2021-22 £m	2022-23 £m	2023-24 £m	Total £m
CHS004*	Our Children's Services transformation programme is continuing to develop and so we can make more savings this year. We have therefore replaced our previous saving CHL049 with the three new savings above (CHS001, CHS002 and CHS003), which are clearer about the specific areas we are making savings in.	1.584	2.000	0.000	0.000	3.584
CHS005*	Since we set last year's budget, our joint work across the children and young people's mental health system has developed into a comprehensive redesign of the system as a whole. This change of direction means it no longer makes sense to deliver saving CHL047 that just focused on one part of the system.	0.350	0.000	0.000	0.000	0.350
		-3.766	-4.400	-2.000	0.000	-10.166

*These two lines show a saving that has been replaced by new ones (CHL049) and a saving that we are no longer going to make (CHL047). We have included these in our budget to show that we have made changes from previous years. We do this to be transparent about our budget and so people can follow it from one year to the next.

Q. Do you have any comments about our approach to making savings in children's services? If yes, please write in below. If you wish to comment on an individual proposal, please include its reference number beside your comments.

Community and environment services

All our services have a vital role in making Norfolk a better place to live, work and visit. Our services are key in making sure that people are safe, both in their own homes and when out and about in the county.

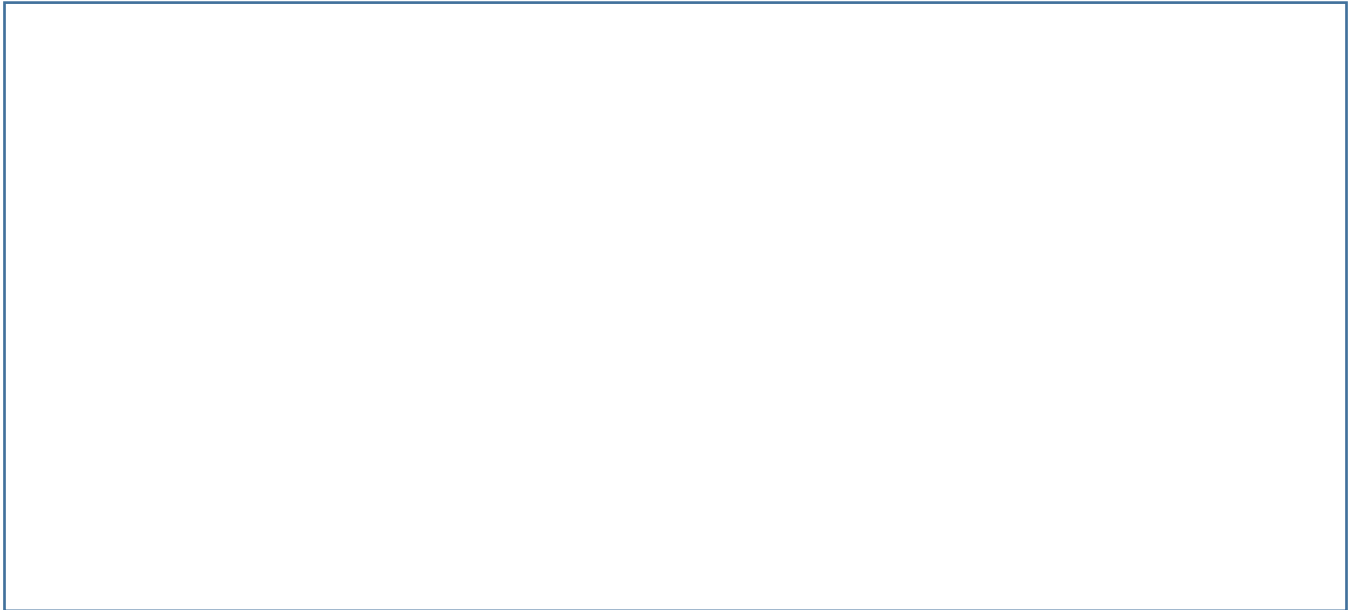
Because these services are so varied we are taking several different approaches to save money and balance our budget.

Having said that, several of our budget proposals have things in common. Where possible we are looking to see where we can reduce costs, we are working with others so that our services become more cost efficient and we are developing services that help us increase our income.

Reference	Saving Title	2020-21 £m	2021-22 £m	2022-23 £m	2023-24 £m	Total £m
CES001	Additional efficiencies in staffing and operations to progress the Adult Learning service towards its goal of being cost neutral.	-0.240	0.000	0.000	0.000	-0.240
CES002	Achieving economies of scale in our Customer Service Centre by expanding the services that we deliver.	0.000	-0.100	0.000	0.000	-0.100
CES003	Reviewing processes and operating model to drive further efficiencies within Customer Services.	-0.177	0.000	0.000	0.000	-0.177
CES004	Reducing the costs of our recycling centre contracts.	-0.150	0.000	0.000	0.000	-0.150
CES005	Adjusting our budget for recycling centres in line with predicted waste volumes.	-0.200	0.000	0.000	0.000	-0.200
CES006	Saving money by renegotiating our highways contracts.	-0.250	0.000	0.000	0.000	-0.250
CES007	Saving money by purchasing fire service equipment, rather than leasing it.	-0.250	0.000	0.000	0.000	-0.250
CES008	Reviewing posts in our Culture and Heritage service to ensure that we have the right number of staff with the right mix of skills.	-0.120	0.000	0.000	0.000	-0.120
CES009	Saving money in our post room by reducing staff and the costs of our contracts.	-0.065	0.000	0.000	0.000	-0.065

Reference	Saving Title	2020-21 £m	2021-22 £m	2022-23 £m	2023-24 £m	Total £m
CES010	Reviewing staffing and vacancies in Trading Standards to ensure that we have the right number of staff with the right mix of skills.	-0.089	0.000	0.000	0.000	-0.089
CES011	Reviewing vacancies in Waste Services to ensure that we have the right number of staff with the right mix of skills.	-0.032	0.000	0.000	0.000	-0.032
CES012	Saving money by maintaining recycling credit payments to Voluntary and Community Groups at 2019-20 levels.	-0.005	0.000	0.000	0.000	-0.005
CES013	Saving money on treating street sweeping arisings by re-procuring our contract.	-0.010	0.000	0.000	0.000	-0.010
CES014	Adjusting budget for recycling credits in line with predicted recycling volumes.	-0.008	0.000	0.000	0.000	-0.008
CES015	Saving money by maintaining recycling credit rates to District Councils for some materials at 2019-20 levels.	-0.040	0.000	0.000	0.000	-0.040
CES016	Matching the contribution made by Districts to the Waste Partnership communications budget.	-0.010	0.000	0.000	0.000	-0.010
CES017	Reviewing the operation of Museum catering facilities to make them more commercial.	0.000	-0.035	0.000	0.000	-0.035
CES018	Saving money and increasing income by reviewing Culture and Heritage service room hire arrangements to make more cost effective use of space.	-0.020	0.000	0.000	0.000	-0.020
CES019	Reducing the learning and development budget , to reflect the increase in apprenticeships, e-learning and other on-the-job training.	-0.030	0.000	0.000	0.000	-0.030
CES020	Income generation across various Community and Environmental Services budgets.	-0.209	0.000	0.000	0.000	-0.209
		-1.905	-0.135	0.000	0.000	-2.040

Q. Do you have any comments about our approach to making savings in community and environmental services? If yes, please write in below. If you wish to comment on an individual proposal, please include its reference number beside your comments.

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Public health

Although Public Health is part of our CES department we have listed these budget proposals separately. That's because Public Health receive a separate grant for their work from the Government and so we report on their budget in a different way.

This year we are taking the same approach to budget proposals in Public Health as with other services in CES. In particular we are adjusting our budget in line with the money we actually spend on some of our services.

Reference	Saving Title	2020-21 £m	2021-22 £m	2022-23 £m	Total £m
PHE001	Reviewing staffing and vacancies in public health to reduce budget in line with predicted spend	-0.100	-0.150	0.000	-0.250
PHE002	Adjusting the budget for our Healthy Lifestyles and Stop Smoking services in line with predicted take-up of services	-0.280	0.000	0.000	-0.280
PHE003	Review the sexual health services we commission and work better with providers to make services more efficient and reduce budget in line with predicted spend	-0.056	0.000	0.000	-0.056
	Total savings Public Health grant core budget	-0.436	-0.150	0.000	-0.586
PHE004	Use of reserves	-1.064	-0.350	0.000	-1.414
	Target	-1.500	-0.500	0.000	-2.000

Q. Do you have any comments about our approach to making savings in public health? If yes, please write in below. If you wish to comment on an individual proposal, please include its reference number beside your comments.

Other services

All our departments have put forward budget proposals, including our Strategy and Governance teams and Finance and Commercial Services.

Both departments work hard to support our front-line services.

Budget proposals for this year focus on cutting our spending, reviewing staffing and making a one-off saving from our budget for organisational change and redundancy.

Strategy and Governance proposals

Reference	Saving Title	2020-21 £m	2021-22 £m	2022-23 £m	2023-24 £m	Total £m
SGD001	Reviewing staffing and vacancies across Strategy and Governance to make savings by continuing to hold vacancies and seeking more opportunities to bring in project funding for staff, particularly in Strategic Services and Intelligence and Analytics.	-0.320	0.000	0.000	0.000	-0.320
SGD002	Reducing our spending on supplies and services by 5%.	-0.155	0.000	0.000	0.000	-0.155
SGD003	Reducing our spending on ICT.	-0.025	0.000	0.000	0.000	-0.025
		-0.500	0.000	0.000	0.000	-0.500

Finance and Commercial Services proposals

Reference	Saving Title	2020-21 £m	2021-22 £m	2022-23 £m	2023-24 £m	Total £m
FCS001	Making a one-off saving from our organisational change and redundancy budgets.	-0.500	0.500	0.000	0.000	0.000
FCS002	Recognising additional income forecast from our business rates pilot.	-0.300	0.300	0.000	0.000	0.000
		-0.800	0.800	0.000	0.000	0.000

Q. Do you have any comments about our approach to making savings in our other services? If yes, please write in below. If you wish to comment on an individual proposal, please include its reference number beside your comments.

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About you

If you are filling this in for someone else, please answer the following questions from their point of view.

Q. Are you responding as...? Please tick (✓) one answer only:

- An individual / member of the public
- A family
- On behalf of a voluntary or community group
- On behalf of a statutory organisation
- On behalf of a business
- A Norfolk County Councillor
- A district or borough councillor
- A town or parish councillor
- A Norfolk Fire and Rescue service employee

Q. If you are responding on behalf of another organisation, what is the name of the organisation, group or business? Please note: if you are responding on behalf of an organisation it should be in an official capacity.

Please write your answer in the box:

If you are responding on behalf of an organisation, please provide an email contact below:

Q. Are you...? Please tick (✓) one answer only:

Male

Female

Prefer to self-describe (please specify below)

Prefer not to say

If you prefer to self-describe please specify here:

Q. How old are you? Please tick (✓) one answer only:

Under 18

18-24

25-34

35-44

45-54

55-64

65-74

75-84

85 or older

Prefer not to say

Q. Do you have any long-term illness, disability or health problem that limits your daily activities or the work you can do? Please tick (✓) one answer only:

Yes

No

Prefer not to say

Q. How would you describe your ethnic background? Please tick (✓) one answer only:

White British

White Irish

White other

Mixed / multiple ethnic group

Asian or Asian British

Black / African / Caribbean / Black British

Prefer not to say

Other ethnic background - please describe below

Q. What is your first language?

Please write your answer in the box:

Q. What is the first part of your postcode? (e.g. NR4)

Please write your answer in the box:

How we will make our decision and report back to you

We will take a report about the findings to this consultation to our Cabinet on 13 January 2020. The report will feed back what people have told us about the potential impact of our proposals. The feedback will also be reported at Full Council on 17 February 2020.

Our county councillors will consider the consultation responses we receive very carefully. In particular, they will take into account:

- The impact of any proposal on individuals, groups or communities and in particular on people identified as having 'protected characteristics' under the Equality Act 2010. The protected characteristics are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation. As well as this equality impact assessment, councillors will consider the impact of proposals on rural areas
- The views of people and stakeholders consulted
- The evidence of need and what is proven to work effectively and well
- The financial and legal positions and any constraints at the time
- Any potential alternative options, models or ideas for making the savings.

Your opinions are valuable to us. Thank you for taking the time to read this and respond.

Q. Please use this space to tell us if you do not want all or part of your response to be made public (i.e. published verbatim in our report) or shared with councillors. Specifically state which parts you wish us to keep confidential.

You can fill in our online feedback form at: www.norfolk.gov.uk/irmp

You can send back a paper feedback form to:

Freepost Plus RTCL-XSTT-JZSK, Norfolk County Council, Ground floor - south wing, County Hall, Martineau Lane, Norwich NR1 2DH.

However, if you want to help the council save money please use a stamp and send to this address: Stakeholder and Consultation Team, Norfolk County Council, Ground floor - south wing, County Hall, Martineau Lane, NR1 2DH.

You may wish to keep a copy of your response to our consultation for your own records.

Your opinions are valuable to us. Thank you for taking the time to read this document and respond.



If you need this document in large print, audio, Braille, alternative format or in a different language please email us at HaveYourSay@norfolk.gov.uk or contact Customer Services on 0344 800 8020 or Text Relay on 18001 0344 800 8020 (textphone) and we will do our best to help.

October 2019
