



Norfolk County Council

Budget consultation 2021-22

Overview

Norfolk County Council will set a new budget on 22 February 2021. In this consultation we are asking for your views on our proposed council tax level for 2021-22, including a proposal for the adult social care precept.

We also welcome any comments on our approach to budget savings and 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 budget 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 26 October 2020 to 14 December 2020. 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 budget 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 won't identify individuals when reporting back our findings and under our record management policy we will keep this information for five years. We will also, under normal circumstances, not 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.

Introduction

Norfolk County Council is committed to making Norfolk a county where businesses, organisations, individuals and communities continue to thrive together, even as we address the impact of COVID-19. We will do this by tackling the challenges that face us and moving forward together to create ever better places to work and live.

The business plan we launched in 2019, **Together, for Norfolk**, is now well embedded in all that we do in planning to grow our economy, manage development and achieve better futures and outcomes for everyone who lives and works here.

Despite the present challenges for us all, we continue to provide vital 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 plus fire and rescue services and work in partnership to grow the economy. We continue to press the Government for fairer funding so that we can maintain the delivery of our services at the highest possible level. This is particularly important for our people services.

We are currently delivering these services in a financial climate of almost unprecedented risk and uncertainty, both from the perspective of people who use our services, and those who provide them. The Council must now plan for the 'triple whammy' impacts of rising budget pressures, uncertainty over Government funding, and the financial challenges associated with COVID-19.

Making decisions about how we spend your money is never easy, and many of the additional costs, lost income and undeliverable savings in the current year will have a significant impact on our 2021-22 finances. It remains critical to develop balanced, sustainable budget proposals which will enable the Council to continue to deliver the essential services which are relied on by all Norfolk's people, businesses and visitors (who help boost our economy).

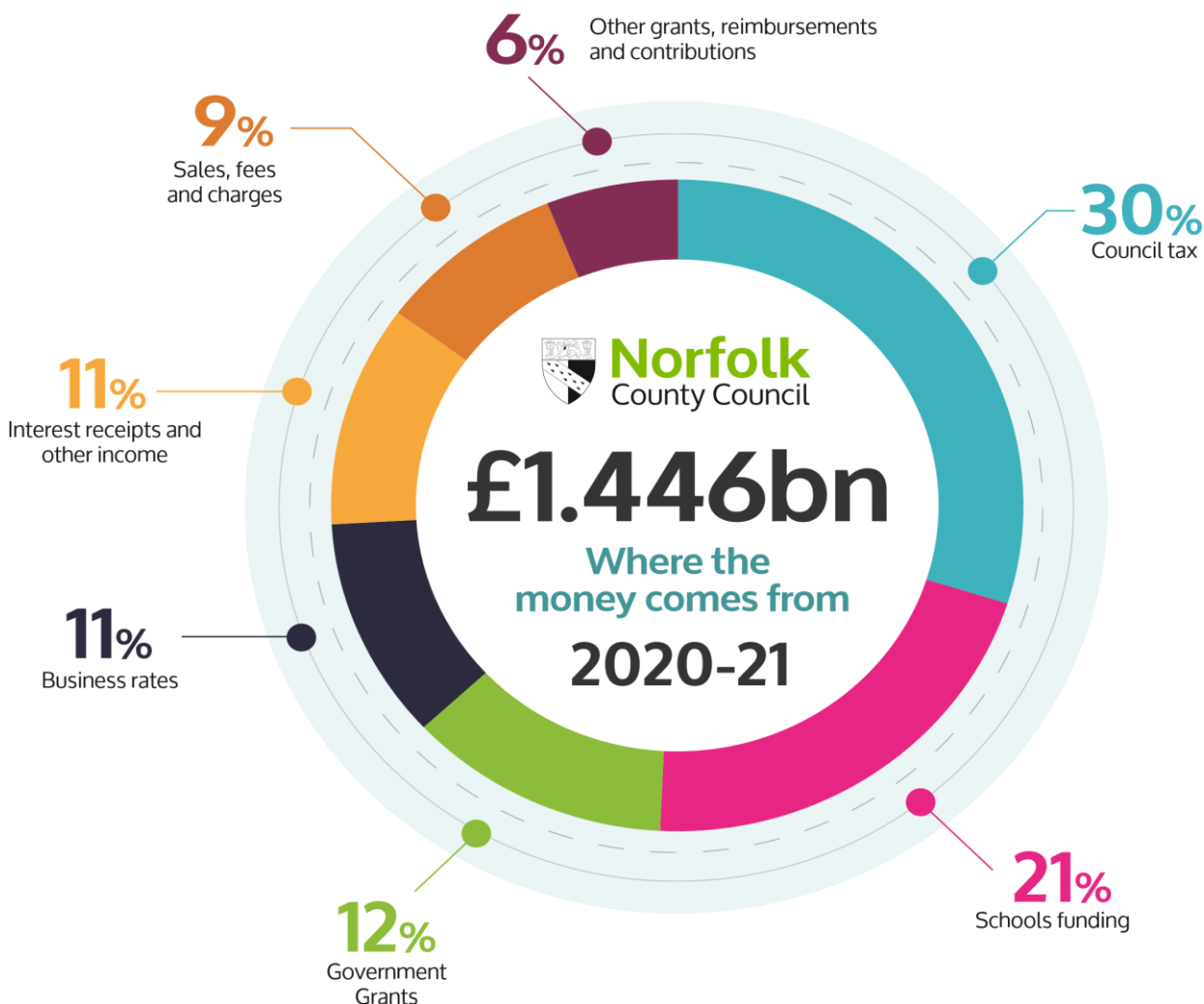
There are statutory services we need to protect and a limited choice of where savings can be made. We have already saved £436m between 2011 and 2020. Even by increasing council tax by the amount we're allowed to without a local referendum, and a proposal to raise £8.5 million by increasing the Adult Social Care precept, we won't balance our budget in 2021-22 unless we make an additional £26m of savings. This savings figure may possibly be higher depending on the level of Government support received.

We are putting every effort into listening to our residents to ensure we know what services you value most. By developing our budget proposals in line with residents' priorities, coupled with our strategy of changing services to make them more efficient, we aim to make most of the savings we need by cutting running costs, and with the least possible impact on frontline services.

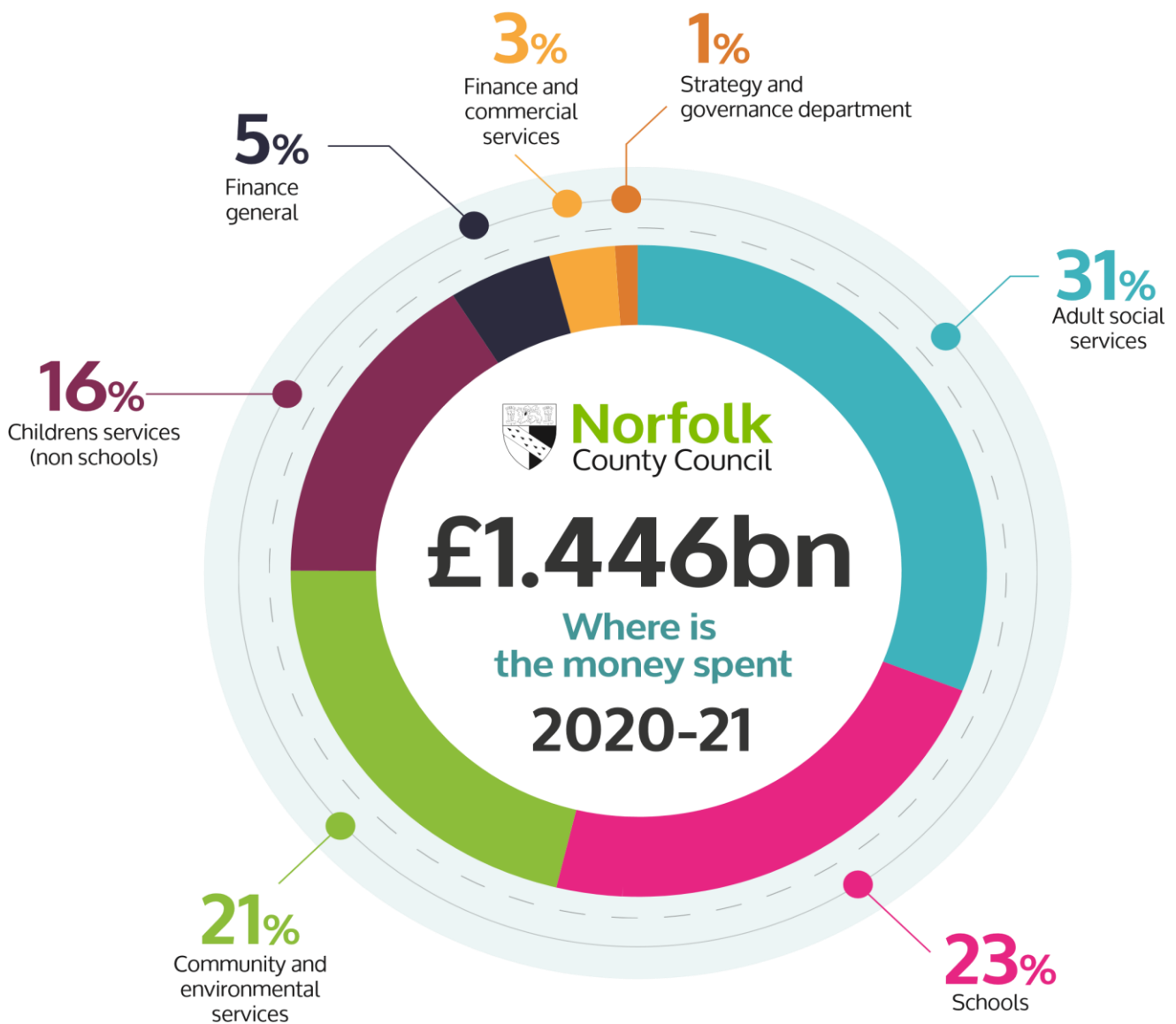
We now want to hear your views on our council tax and budget approach to help our elected councillors make the right, even if tough, decisions in agreeing a balanced budget for 2021-2022.

What we spend on council services

Where the money comes from:



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

Each year, the Government sets a threshold for the level of general council tax increase that can be charged and decides whether the adult social care precept can be increased. If the Council wishes to increase council tax by more than the limits set by Government, we would be required to hold a local referendum to agree this. At the time of writing this consultation, central Government has not yet announced the limits for 2021-22, so for the purposes of our budget planning during uncertain times, we assume these limits will once again be set at 2% for general council tax and 2% for the adult social care precept, as per last year.

Our council tax proposals

To help us deal with our cost pressures and invest in vital services our budget planning is based on a proposal to raise general council tax by 1.99% in 2021-22. Final decisions about the level of council tax will be made by the Council in February 2021. Most of the money 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.

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 2020-21 our gross budget for adult social services was £448.339m.

Adult social care services have been at the forefront of managing the COVID-19 pandemic both nationally and in Norfolk. As a result, the department is supporting more people than ever before, and many of these people have highly complex needs or long-term conditions. Whilst additional Government funding has been critical in responding, the costs going forward exceed the one-off government grants.

To help us maintain our adult social care services our budget planning is based on a proposal to raise the adult social care precept by 2% in 2021-22, although we await confirmation from central Government as to whether this will be available in 2021-22. A final decision about the level of the adult social care precept will also be made by the Council in February 2021. The money we raise from the adult social care precept is ringfenced, this means 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. The adult social care precept was introduced by Government in 2015 and has been part of the council tax bill since 2016-17.

The effect our proposals would have

An increase at the levels we have outlined would mean in 2021-22 Norfolk’s council tax charge for a typical Band D home would see an indicative increase of £56.43 for the year and a Band D home would be £1,472.94.

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 2021-22? 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 increase the Adult Social Care precept by 2% in 2021-22, subject to central Government providing this option?

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. As we await further announcements from central Government, we would like to find out how far you agree or disagree to an increase in more than the assumed 1.99% for general council tax and 2% for ASC precept to help maintain the delivery of frontline services?

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 2021-22

At our Cabinet Meeting on 5 October 2020 we outlined our initial savings proposals for 2021-22 and set out plans for net new savings of £26 million, and a proposal to increase the adult social care precept by two per cent (raising £8.5 million). However, even after these new savings, our forecasts show that we would still be left with a £15 million gap, which will need to be addressed before the budget can be agreed in February 2021.

The Council continues to face considerable uncertainty around budget setting for next year. At this stage:

- We are waiting for details of 2021-22 funding from central Government.
- We continue to experience rising levels of demand and increased complexity of needs for many of our services.
- Levels of local funding (council tax and business rates) are uncertain due to the impact of the COVID-19 pandemic.
- We face cost pressures, loss of income, and challenges in achieving our previously planned savings linked to the pandemic.
- The Government has not yet announced the limits for council tax, or whether the adult social care precept can be raised for 2021-22, so for budget planning purposes we have assumed the limits for both will be set at 2% (a maximum total increase of 4%).

We await further announcements from central Government about funding for next year and these will need to be considered in our budget planning. Our remaining budget gap may need to be closed by the identification of further savings or removal of budget pressures.

We are proposing to make savings by, wherever possible, cutting running costs and reducing the impact on frontline services. The aim of these proposals is to protect services for the most vulnerable while ensuring that the council becomes more financially resilient and sustainable for the future. 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 two of our outline budget proposals from Communities and environmental services go out to further public consultation as they impact on how two services could be delivered differently, so we need to know what people think about our proposed changes. However, if once the budget is agreed and the Council starts to implement all proposals, we identify that

any of the remaining proposals 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 budget approach or any individual savings proposals.

Adult social services

As we continue to manage the unprecedented impacts of COVID-19, the priority for adult social care is for everyone who relies on care to get the care they need throughout the pandemic. At a time of such uncertainty, we remain committed to support people to be independent, resilient and well. Our strategy to do this is called Promoting Independence and the way we deliver this strategy is by:

- Making sure people are kept well, safe and independent in the environment that's right for their individual needs.
- Working with our health colleagues to build models of health and care which support people to remain living in their home and community wherever possible.
- Strengthening social work and care to support people to remain independent for longer.
- Using more technology so people can stay safe in their own home thanks to equipment such as falls or heat detectors, this is part of our Adult Social Care Technology programme (ASTEC).

Alongside the long-term delivery of Promoting Independence, the immediate priority created by living with COVID-19 is for some vulnerable adults to have more social care and this will continue to be a priority for the Council and has increased some of our costs. Some of the long-term impacts and potential future budget pressures for Adult social services arising from COVID-19 are outlined below:

- We have dealt with a seismic and immediate refocus of services and the financial consequences continue to emerge, however it is having an impact on the level of planned savings for 2020-21 and 2021-22.
- We continue to support the care market, while recognising that demand and supply of care services will fluctuate. Where future demand is less clear, the sustainability of the care market may become an issue.

- For services such as day opportunities and transport they will need to be COVID-19 secure and this could increase the cost of delivering those services for the Council.
- During June-September central Government provided £12m of funding and a further allocation in October of £10,443,603 for Norfolk to support infection control. Despite this, we continue to see a likely COVID-19 related rise in the average fees for care.
- There are some emerging opportunities through closer links with health and joint responses around discharge from hospital arrangements.

Our budget proposals for this year focuses on our existing Promoting Independence programme and our new savings proposals for 2021-24 are grouped into five areas of service development which are:

Independence and enabling housing

We are already working on ways to develop more alternative types of accommodation known as Enabled Housing and this proposal aims to give people other choices around accommodation and living with independence.

Revising the short term out of hospital offer

We have historically played a significant role in funding and delivering out of hospital care. The new Discharge to Assess guidance since COVID-19 highlights the importance of the health and social care system working together as a whole. We want to work with our partners, review our offer and aim to focus on more resources to support our 'home first' approach.

Commissioned models of care

We propose seeking savings for some commissioned services, particularly around our block contracts and re-shaping our care contracts to get better value for money.

Self-direction, prevention and early help

We are working to support people earlier to prevent people reaching crisis point and delay the need for residential care. We propose to consolidate initiatives and improve those that work well to help keep people at home and safe in their local communities.

Digital efficiency, value for money

By using technological advances and exploiting digital approaches we have already saved money and we are using this money to help us meet the increasing demands of adult social care across Norfolk.

Reference	Saving Title	2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m	Total £m
ASS001	Supporting more people to move into independent housing , reducing the reliance on residential care.	-0.500	0.000	0.000	0.000	-0.500
ASS002	Working closely with health partners to manage joint funding to support better use of resources across the health and social care system.	-1.000	0.000	0.000	0.000	-1.000
ASS003	Revising the short term out of hospital offer, we want to work with our partners to look at out of hospital support. This will allow us to focus resources on home first services, including greater therapy input, and moving away from reliance on short-term beds.	-3.670	2.000	2.000	0.000	0.330
ASS004	Efficiency targets for some core care contracts and ensuring that we maximise these contracts to save money.	-0.500	0.000	0.000	0.000	-0.500
ASS005	Introduce more individual service funds to give people more control and choice over their care , this gives people the opportunity to choose a provider.	-0.069	-0.200	0.000	0.000	-0.269
ASS006	Working with our partners to reshape our approach to supporting people upon their initial contact with Adult Social Care.	-0.500	0.000	0.000	0.000	-0.500
ASS007	Reducing the amount we have set aside to cover potential bad debts. (One-off benefit).	-1.000	1.000	0.000	0.000	0.000
ASS008	Releasing amounts previously carried forward in one-off reserves. (One-off benefit).	-0.475	0.475	0.000	0.000	0.000
ASS009	Digital business transformation and	-0.800	0.000	0.000	0.000	-0.800

	staffing efficiencies across Adult Social Care, embedding efficiencies from smarter working.					
ASS010	Capitalisation of Assistive Technology Equipment , use capital funding as an alternative to revenue funding for our Assistive Technology equipment purchases.	-0.500	0.000	0.000	0.000	-0.500
ASS011	Capitalisation of Adult Social Care Transformation programmes , the use of capital receipts as permitted by Government to fund transformational activity which will deliver future savings.	-1.000	0.000	0.000	0.000	-1.000
ASS012	Contract renegotiation - Ensuring the requirements of commissioners are reflected in the Norsecare contract.	-3.000	0.000	0.000	0.000	-3.000
ASS013	Working with NORCA (Norfolk Care Association) to develop a targeted approach to the annual price uplift for 2021-22 recognising the overall local authority budget pressure.	-2.500	0.000	0.000	0.000	-2.500
	Total	-15.514	3.275	2.000	0.000	-10.239

Q. Do you have any comments about our approach to making savings in adult social services? If yes, please write in below.

Children's services

Our service transformation continues with the aim of ensuring all children in Norfolk can flourish. Our strategy focuses on supporting inclusion, early intervention, high quality practice, building family resilience and transforming the way we support children in care and with high needs.

We continue this strategic approach as there is now clear evidence that it is working. We are seeing fewer children coming into care and fewer children being placed in services outside Norfolk, improving quality of practice and an education system working effectively for children – even given the challenges of the pandemic.

Outlined below are some of the long-term impacts and potential future budget pressures for Children's Services arising from COVID-19, these include:

- An anticipated rise in need and demand for children's social care and family support this winter as the strain on families continues and as harm to children which may have been occurring but was hidden from sight during lockdown becomes apparent with schools and other settings now open again.
- Clear evidence of additional mental health strain on children, young people and families – exacerbated significantly by the pandemic.
- The need for additional support for children, schools and other settings managing the return to full education and catching up on lost learning.
- The ongoing strain on families of children with special educational needs and disabilities who will have faced specific challenges during lockdown and where some normal support networks and services are still curtailed by COVID-19 rules.
- Uncertainty around what children faced during lockdown and how that will unfold in the future
- External factors are also under strain such as transport, early years services and our voluntary sector.
- Some emerging opportunities, such as:
 - Being responsive to meet families' needs by operating a flexible working approach outside conventional office hours
 - Our relationship with schools has strengthened further, creating more opportunities to provide preventative support
 - Virtual working has unlocked new ways of working and engaging with families.

Our budget proposals for this year are based on continuing to invest in a range of new services which offer alternatives to placing children in care and one new approach we propose is based on the *No Wrong Door* model which is a leading national, evidence-based initiative which succeeds for young people with the highest needs and who have faced considerable trauma and harm in their pasts.

COVID-19 has meant our teams have adopted Smarter Working approaches at an accelerated pace involving more remote working through IT. Therefore, we propose our office accommodation is reviewed whilst ensuring we meet service needs, and we will look to achieve efficiencies through different ways of working utilising the IT options available.

Reference	Saving Title	2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m	Total £m
CHL001: Expansion of 2019-20 CHS001	Prevention, early intervention and effective social care (reduced family court costs), investing in an enhanced operating model which supports families to stay together and ensures fewer children need to come into care.	-0.200	0.000	0.000	0.000	-0.200
CHL002: Expansion of 2019-20 CHS002	Alternatives to care (<i>No Wrong Door</i> model), investing in a range of new services which offer alternatives to care to keep families safely together where possible and averting family crises. This is a modern approach designed to support adolescents experiencing complex journeys and provides short term placements, support services, accommodation options and an integrated team caring for young people.	-2.200	-5.100	-3.500	-2.000	-12.800
CHL003: Expansion of 2019-20 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, lower costs and keep children and young people who require placements close to home and based in Norfolk wherever possible and appropriate to do so.	-1.000	-0.100	0.000	0.000	-1.100
CHL004	NEW TRANSFORMATION PROGRAMME INITIATIVE: Inclusion (Home to School Transport), through finding school places closer to home for children and young people with	-0.500	0.000	0.000	0.000	-0.500

	Special Educational Needs and supporting inclusion in mainstream provision and keeping children in local schools where appropriate, we will reduce the home to school transport costs associated with long journeys.					
CHL005	Smarter Working , saving money through shift to different ways of working (accelerated by COVID-19 and enabled through use of IT), departmental review of posts to ensure no duplication of activity, and promotion of flexible working arrangements advantageous to employees and the department.	-1.900	0.000	0.000	0.000	-1.900
CHL006	Rationalisation and relocation of office accommodation , office space needs of the department are reviewed in light of smarter working (accelerated by the COVID-19 pandemic and enabled through use of IT) with the view to rationalising accommodation whilst still meeting ongoing service needs. (One-off capital receipt in range £1-2m).	-1.600	1.600	0.000	0.000	0.000
	Total	-7.400	-3.600	-3.500	-2.000	-16.500

Q. Do you have any comments about our approach to making savings in children’s services. If yes, please write in below.

Community and environmental services (CES)

Community and Environmental Services (CES) has responsibility for the delivery of a wide range of services, there is no hierarchy as each area has a vital role to play in achieving better outcomes for Norfolk. We are responsible for services including highways, transport, libraries, Trading Standards, museums, Public Health, economic development, adult education and the Norfolk Fire and Rescue Service.

We play a key role in keeping Norfolk communities safe, healthy and independent. From responding during emergencies and times of need, to helping people to access information; running courses which help people to develop their skills and battle social isolation and ensuring residents can access the support and advice they need to stay safe and healthy when they are at home or out and about in our County. A significant number of staff from CES were redeployed in roles to support the COVID-19 emergency response throughout the County.

Outlined below are some of the long-term impacts and potential future budget pressures for CES arising from COVID-19:

- We usually rely on generating external income such as charging for admissions to museums and this may not be feasible for the foreseeable future.
- Our teams continue to work with transport operators to support and provide a viable public and home to school transport system, while following social distancing advice during a time when there may be low confidence in using public transport.
- Some of our services are responsible for COVID-19 response and recovery work, particularly in Public Health, Trading Standards and Resilience teams. Again, this is expected to continue for the foreseeable future.
- Significant work will be required to support the Norfolk and Suffolk Economic Recovery Restart Plan in partnership with the New Anglia Local Enterprise Partnership designed to develop and deliver a number of projects to support Norfolk's economy.
- Higher volumes of household waste as people are spending more time at home and away from their traditional workplace.

Our strategy for developing budget proposals is based on two general approaches; cost reduction through use of new technology and contract renegotiations, plus looking at ways we work, including efficiencies and organisational redesign.

Two of our proposals (CES006 and CES019) may have a direct impact on service delivery and need to go out to wider public consultation. Residents and stakeholders can find out more information about these proposals on the table below and over the next few pages.

Reference	Saving Title	2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m	Total £m
CES001	Back office savings across CES (non-staff budgets) , savings from reduction in travel and subsistence, printing, postage and telephone budgets.	-0.137	0.000	0.000	0.000	-0.137
CES002	Back office savings in CES (staff budgets) , restructure and review the number of posts in a number of back office teams.	-0.356	0.000	0.000	0.000	-0.356
CES003	One off use of reserves to fund projects budget , remove the remaining economic projects budget and fund from reserves in 2021-22 (one-off), with the revenue budget reinstated for 2022-23.	-0.174	0.174	0.000	0.000	0.000
CES004	Back office savings in the CES Growth and Development team (non staff budgets) savings from reduction in back office activities (travel budgets and other back office activities).	-0.047	0.000	0.000	0.000	-0.047
CES005	Savings achieved through procurement of new contract , reductions in waste disposal costs delivered through procurement of new contract.	-1.800	0.000	0.000	0.000	-1.800
CES006	Reduction of opening hours at Recycling Centres , reduce the opening hours at Recycling Centres to harmonise summer opening hours with current winter opening hours.	-0.070	0.000	0.000	0.000	-0.070
CES007	Back office savings in CES Highways and Waste team (non-staff budgets) , savings from reduction in travel and subsistence budgets.	-0.012	0.000	0.000	0.000	-0.012
CES008	Culture and Heritage , service redesign and additional fee income	-0.330	0.000	0.000	0.000	-0.330
CES009	Staff savings at the Norfolk Record Office (NRO) , savings through efficiencies in back office processes and service re-design.	-0.066	0.000	0.000	0.000	-0.066

CES010	Reduce Norfolk Arts Service (NAS) budget , reduce the NAS budget via limited service redesign.	-0.037	0.000	0.000	0.000	-0.037
CES011	Libraries , cease purchase of newspapers and periodicals for Norfolk libraries, except for local history purposes. Newspapers and periodicals will continue to be available to access for free via the Libraries app.	-0.050	0.000	0.000	0.000	-0.050
CES012	Library service re-design (community library staff) , reduce the number of community librarians by 20%.	-0.118	0.000	0.000	0.000	-0.118
CES013	Back office savings in the Fire Service (non-staff budgets) through reduction in fuel costs, printing and photocopying, and advertising expenses.	-0.101	0.000	0.000	0.000	-0.101
CES014	Savings in Culture and Heritage including staffing savings , delivered through service redesign, back office savings and vacancy management.	-0.383	0.000	0.000	0.000	-0.383
CES015	Fire and Rescue Service , review of managerial and functional posts including contract arrangements. Reviewing equipment purchases and staff training budget.	-0.261	0.000	0.000	0.000	-0.261
CES016	One off use of reserves , one off use of street lighting PFI reserve.	-1.383	1.383	0.000	0.000	0.000
CES017	Further Street Lighting LED upgrade , upgrade 15,000 street lights on main roads, along with the CMS (central management system), to enable energy savings.	-0.900	0.000	0.000	0.000	-0.900
CES018	Income Generation / recharging for services , additional income from charging for services / roundabout sponsorship and charging for activities on the highway.	-0.345	0.000	0.000	0.000	-0.345
CES019	Reduction in grass cutting , saving delivered by reducing urban grass cutting from 5 cuts per year down to 4 cuts per year, and reducing rural grass cutting on C and U class roads from 2 cuts per year down to 1 cut per year.	-0.100	0.000	0.000	0.000	-0.100
CES020	Back office savings in CES Highways and Waste , savings from reducing overtime budgets and deletion of vacant posts.	-0.106	0.000	0.000	0.000	-0.106
CES021	Reduction in contract spend , savings from renegotiation of contract rates as part of a package to extend some current Highways contracts.	-0.082	0.030	0.000	0.000	-0.052
	Total	-6.858	1.587	0.000	0.000	-5.271

Q. Do you have any comments about our approach to the savings we have tabled for in community and environmental services? If yes, please write in below.

Your views on our proposal to save money by reducing summer opening hours at Norfolk’s recycling centres

To contribute to the necessary savings, in addition to our other proposals, we are proposing to reduce summer opening times by one hour at all recycling centres across Norfolk (excluding Mile Cross Recycling Centre), so that summer and winter opening times are the same. This would see 19 sites operating for one hour less in the summer period, and as such the same hours in winter and summer months; opening at 9am and closing at 4pm on scheduled opening days throughout the whole year. Mile Cross Recycling Centre is not included in this proposal because it operates under a different contract, and would remain on its current opening hours. This proposal would save us £70,000 in 2021-22.

We now want to hear your views on this proposal to help our elected councillors in agreeing a balanced budget for 2021-22.

What happens now?

There are 20 recycling centres across Norfolk provided by Norfolk County Council. The following nineteen of these sites are operated under one arrangement and are included in this proposal.

- Ashill Recycling Centre
- Bergh Apton Part-time Recycling Centre

- Caister Recycling Centre
- Dereham Recycling Centre
- Docking Part time Recycling Centre
- Heacham Recycling Centre
- Hempton Recycling Centre
- Ketteringham Recycling Centre
- King's Lynn Recycling Centre
- Mayton Wood Recycling Centre
- Morningthorpe Recycling Centre
- Sheringham Recycling Centre
- Snetterton Part-time Recycling Centre
- Strumpshaw Recycling Centre
- Thetford Recycling Centre
- Wells-next-the-Sea Part-time Recycling Centre
- Wereham Part-time Recycling Centre
- Worstead Recycling Centre
- Wymondham Part-time Recycling Centre

These 19 recycling centres are currently open 9am to 5pm during the summer months (1 April to 30 September), and 9am to 4pm in the winter months (1 October to 31 March) on their scheduled opening days, and are provided for the recycling and disposal of accepted household waste.

One site, the Mile Cross Recycling Centre in Norwich, is operated under a separate contract and is not included in this proposal.

What we have considered when developing our proposals

When developing this proposal, we have taken the following into account:

- We want to make sure there are recycling centres available to communities across Norfolk at suitable locations that are open at convenient times.
- We would prefer to save money by reducing opening hours rather than closing recycling centres.
- We want to keep it simple to understand site opening hours across the year.
- We know that around 5% of recycling centre visits in the summer take place within the last hour of the day.

- We have observed that visit patterns have changed since sites have reopened after COVID-19, and more visits are being made earlier in the day than previously.
- We have considered how the proposal affects the smooth operation of recycling centres.
- We have considered how the proposal impacts staff working at recycling centres.
- We have looked at what other councils do elsewhere.
- We have considered whether this proposal could impact the amount of illegal fly-tipping.
- We have checked what services the law requires us to provide.

Previous consultations

We have consulted on the following proposals in the recent past relating to recycling centres.

In September 2015 we consulted on our proposal to close the Docking Recycling Centre.

- *We asked:* What do you think about our proposal to close Docking Recycling Centre and save us around £70,000 per year.
- *You said:* We received 122 responses to our consultation. You didn't want Docking Recycling Centre to close as you were concerned about fly-tipping, travel time/cost to another site, service loss and an increase in pollution.
- *We did:* We briefly closed Docking Recycling Centre on 1 January 2016, and reopened the site again on 1 May 2016.

In November 2017 we consulted on our proposal to change the approach to charging for the disposal of DIY-type construction and demolition waste at recycling centres in Norfolk.

- *We asked:* What do you think of our proposal to save £180,000 (which was subsequently updated to £500,000 a year) by changing our policy of allowing people to dispose of one bag or one item of DIY type construction and demolition waste free of charge, and instead to charge for disposal of this type of material.
- *You said:* We received 231 responses and you expressed concerns the proposal would lead to an increase in illegal dumping of waste resulting in additional costs. You had concerns over environmental impacts such as burning of waste, and alternative means of DIY-waste disposal. You also made observations on the affordability of the proposal for individuals, the definitions applicable to DIY-waste, and the possible impacts on Norfolk County Council's income generation and recycling targets.

- *We did:* Following a decision by full council, Norfolk County Council extended charges to all DIY waste from 1 April 2018 by removing the concession that had allowed for one large item of construction and demolition waste, or a black bag of up to 80 litres of that type of waste, to be left for no charge at recycling centres. We extended the Pay As You Throw service from our larger sites to all 20 recycling centres to allow a local option for disposal of DIY waste. Prices were set to allow the disposal of small amounts of waste rather than by vehicle size. We heard your concerns about the effect the change might have on illegal fly-tipping, and in 2019 an anti-fly-tipping campaign was launched by all Norfolk's local authorities. We have continued to monitor incident numbers closely but the increase many were concerned about has not been seen. This change has delivered the full £500,000 a year savings expected.

Our proposal

We are proposing to reduce summer opening times by one hour at all recycling centres across Norfolk (excluding Mile Cross Recycling Centre which is operated under a separate contract and is not included in this proposal).

This would see 19 sites operating the same hours in winter and summer months, opening at 9am and closing at 4pm on all their scheduled opening days (including bank holidays but excluding Christmas Day, Boxing Day and New Year's Day when they are closed), whilst Mile Cross Recycling Centre would remain on its current opening hours. This proposal would save us £70,000 a year from 2021-22.

Who would be affected by our proposal and how

Our proposal to reduce opening hours may impact any recycling centre user who would have visited any of the 19 sites between 4pm and 5pm during the summer months. These visitors would have to visit between 9am and 4pm instead. Our visitor data indicates that 5% of summer visits (around 27,000 visits) would be impacted, and need to be re-scheduled between 9am and 4pm, or an alternative solution found. The number of visits recorded between 4pm and 5pm has been further lowered significantly (although perhaps temporarily) due to visitor patterns changing since COVID-19, with a shift towards visits earlier in the day.

This proposal would also impact staff at the recycling centres who would be required to work fewer hours during the summer months, and hence would have a reduced basic salary compared to previous years. The staff may see benefit in the consistent alignment of working hours all year round, but may find the sites to be busier in the hours they are open.

Have your say

What do you think of the proposal to reduce summer opening times by one hour at recycling centres across Norfolk? How, if at all, do you think our proposal might affect you? Please write in below:

Do you currently use a recycling centre? Please tick (✓) one only:

Yes

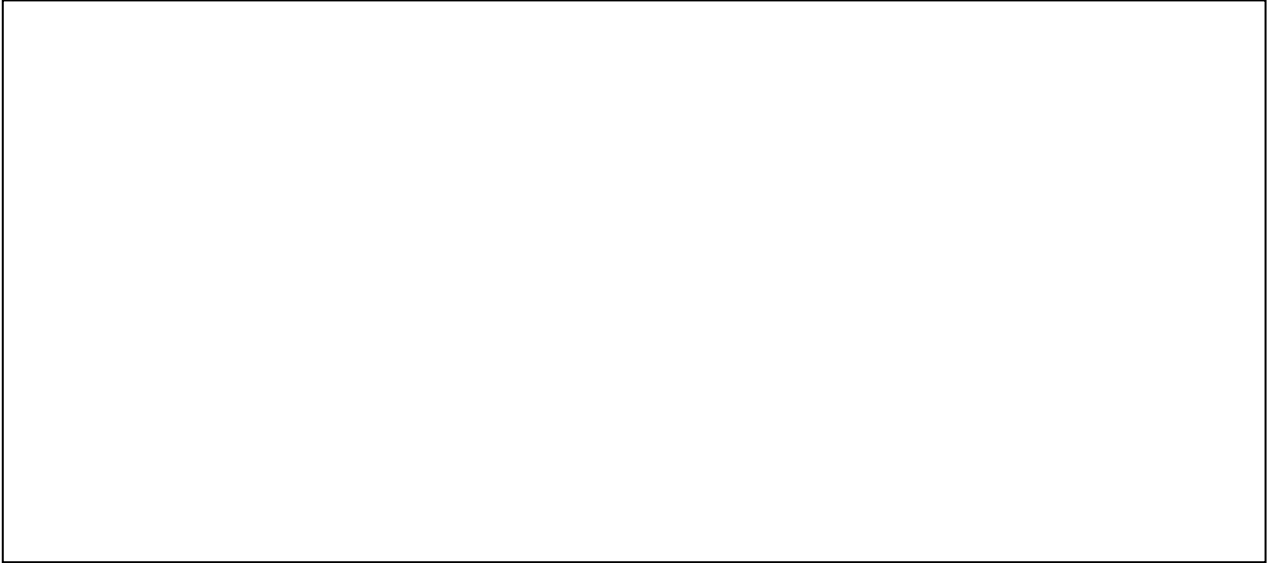
No

Not sure

How far do you agree or disagree with the proposal to reduce summer opening times by one hour at Norfolk's recycling centres (closing at 4pm rather than 5pm as for current winter hours)? Please tick (✓) one answer only:

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

Why do you say that? Please briefly write in below, including how the proposal might affect you:

A large, empty rectangular box with a thin black border, intended for the respondent to provide a brief explanation of their statement and how the proposal might affect them.

Your views on our proposal to save money by reducing urban and rural roadside grass cutting

To contribute to the necessary savings, in addition to our other proposals, we are proposing to reduce the frequency of grass cutting for verges in the adopted highway in urban areas, and along C and U class roads in rural areas. This proposal would save us £100,000 in 2021-22.

We now want to hear your views on this proposal to help our elected councillors in agreeing a balanced budget for 2021-2022.

Background

What happens now?

Norfolk County Council has a legal duty to maintain our highways and this includes roads, footpaths and verges, making them safe for road users. We meet this duty through a wide range of maintenance activities including grass cutting, and prioritise maintenance works by looking at the strategic importance of the road and the nature of maintenance required.

We currently cut grass along all rural roads twice a year, including all visibility splays at road junctions. Grass along urban roads is currently cut 5 times per year, either by Norfolk County Council and our contractors, or under agreement with District or Borough Councils.

Under the road classification system, all roads in the UK (excluding motorways) fall into the following four categories:

- A roads – major roads intended to provide large-scale transport links within or between areas.
- B roads – roads intended to connect different areas, and to feed traffic between A roads and smaller roads on the network.
- C roads (classified unnumbered) - smaller roads connecting together unclassified roads with A and B roads, and often linking a housing estate or a village to the rest of the network.
- U roads (unclassified) – local roads intended for local traffic, noting the vast majority (60%) of roads in the UK fall within this category.

What we have considered when developing our proposals

When developing this proposal, we have taken the following into account:

- We have reviewed the expenditure on our grass cutting operations to determine where any efficiencies and/or cost savings could be made to minimise the impact on frontline services.
- We have used a targeted, risk-based approach and have concluded that we cannot reduce the grass cutting frequency of our higher-speed A and B class roads below current standards.
- We appreciate there may be some concerns relating to road safety at specific junctions and we have developed a risk assessment that will be applied to these sites. If the grass becomes too long for drivers, pedestrians or other road users to see clearly, then we will make sure the grass is cut to a level that ensures adequate visibility for the safety of everyone.
- We have consulted with other Local Authorities who have undertaken similar money-saving proposals successfully.
- We have consulted with our contractor.
- We have ensured that this proposal supports Norfolk County Council's Pollinator Action Plan, and Environmental Action Plan.
- We have recognised that Norfolk County Council receives requests each year to reduce the cutting of highway verges in order to encourage the growth of wildflowers. In addition to required cost-savings, this proposal will also reduce the cutting of wildflowers across parts of our rural network.
- We appreciate there may be public concern about the aesthetic impacts of reduced grass cutting.
- We wish to avoid any impact on the quality of works undertaken, even if frequency is reduced.
- We have checked what services the law requires us to provide.

Previous consultations

We have consulted on the following proposals in the recent past relating to grass cutting and associated maintenance services.

We have consulted on the following proposals in the recent past relating to grass cutting and associated maintenance services.

In 2013 we consulted on our proposal to make a one-off saving of £1m on highway maintenance.

- *We asked:* What do you think of our proposal to save £1m on highway maintenance.
- *You said:* 45 people agreed with our proposal, 169 people disagreed and 48 people neither agreed nor disagreed. Most of the people who agreed with our proposal did not explain specifically why they agreed with it. Those that did provide an explanation suggested that it was

necessary, albeit for one year only, bearing in mind the scale of savings being sought by the Council.

- *We did:* Whilst the Council had regard to the consultation responses received, it did agree to implement this proposal which meant that our budget for highway maintenance for 2014-15 was reduced to £23 million.

In 2014 we consulted on our proposal to make a permanent saving of £385,000 from our highway maintenance budget.

- *We asked:* What do you think of our proposal to make a permanent saving of £385,000 from our highway maintenance budget.
- *You said:* 205 people agreed with our proposal, 149 people disagreed and 26 people didn't know.
 - Many of those agreeing with the proposal did so as long as safety was not compromised and national standards were kept to. Others agreed with the proposal because they felt the works being reduced were "non-essential" or "do not seem urgent". Some respondents argued that this area of work was less of a priority than some other areas.
 - A large proportion of people disagreeing with the proposal did so because of concerns about safety. Others felt the current road condition to be poor and that the proposal would make the situation worse. Some respondents worried that reduced maintenance would cost the Council more in the long term. Some emphasised the importance of roads to rural accessibility and the economy.
- *We did:* Whilst the Council had regard to the consultation responses received, it did agree to implement the proposal, and we reduced our highway maintenance budget by £385,000.

In 2015 we then consulted on our proposal to spend £980,000 less on maintaining roads, maintaining bridges and winter gritting.

- *We asked:* What do you think of our proposal to spend £980,000 less on maintaining roads, maintaining bridges and winter gritting.
- *You said:* 321 people responded to our consultation about this proposal. 94 people agreed with the proposal, 193 people disagreed and 34 people neither agreed nor disagreed.
 - Of those who agreed with this proposal, a number agreed with the package of proposals but with provisos, including not making any changes to gritting and winter maintenance;

and ensuring that road safety is not compromised. The proposal was also supported by people who saw this as an opportunity to protect the verges and hedgerows, and preserve or promote wildlife.

- Of those people who disagreed with this proposal, concerns were raised about the safety of the roads and that the proposals would lead to more accidents on rural roads; the need to maintain or increase gritting and winter maintenance; the perceived existing poor state of the roads; and the impact of short term budget savings upon long term maintenance costs.
- *We did:* We noted that 16% of respondents to this proposal raised concerns about any reduction in winter gritting. Following the consultation, County Councillors had regard to the responses received and decided not to go ahead with this proposal.

In 2017 we then consulted on our proposal to make a permanent saving of £300,000 from our highway maintenance budget.

- *We asked:* What do you think of our proposal to make a permanent saving of £300,000 from our highway maintenance budget by reducing how much we spend on non-safety critical highways maintenance.
- *You said:* 102 people responded, with a minority expressing overall support, and a majority disagreeing with the proposal.
 - A minority of people expressed their overall support, and some with the caveat that safety must not be compromised as a result of the actions taken. It was suggested that cosmetic or low-level maintenance could possibly be managed by parish councils or community groups.
 - A majority disagreed with the proposal fearing it would increase risks for road users (observing that road, signage and verge maintenance was an important feature of road safety). Some expressed the opinion that this proposal might lead to greater maintenance problems and/or higher costs in the future, notably where poor road conditions already exist. Some expressed concern that those living in villages and rural communities would be more affected than those living in urban areas.
- *We did:* Whilst the Council had regard to the consultation responses, it did agree to implement the proposal and we reduced our budget by £300,000 for non-safety critical highways maintenance.

Our proposal

We are proposing to save money by reducing grass cutting in urban areas from 5 cuts per year down to 4 cuts per year along verges in the adopted highway; and reducing grass cutting along C and U class roads in rural areas from 2 cuts per year down to 1 cut per year. The frequency of grass cutting on our higher-speed A and B class roads will remain unchanged.

We will continue to cut the grass at high-risk junctions to ensure appropriate safety and visibility. Residents will continue to be able to report any concerns to the Council in relation to safety and visibility at any specific location for assessment and action as required. We will monitor the level of requests received concerning the impacts of changed grass cutting frequency during 2021-22.

This proposal would save us £100,000 in 2021-22.

Who would be affected by our proposal and how

Reducing the frequency of grass-cutting in urban areas and on C and U class roads in rural areas, may be observed by residents, the travelling public and highway users across the county.

We do not anticipate a reduction in grass cutting having any adverse safety or aesthetic impacts for communities.

We appreciate there may be some concerns amongst the general public relating to road safety at specific junctions. We will continue to cut the grass at high-risk junctions when necessary. Any concerns with grass cutting at a specific location can be reported to Norfolk County Council for assessment and action as required.

Your views on our proposal and the impact it might have on you

Have your say

What do you think of our proposal to reduce the frequency of urban and rural grass cutting?
How, if at all, do you think our proposal might affect you? Please write in below:

1. How far do you agree or disagree with our proposal to reduce the frequency of urban and rural grass cutting? Please tick (✓) one answer only:

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

Why do you say that? Please briefly write in below, including how the proposal might affect you:

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 and their areas of specialism are outlined below:

Strategy and Governance

Strategy and Governance Service brings together the key functions of Human Resources, Law (nplaw) Democratic Services, Communications, Insight and Analytics and Strategy.

These areas of work are vital for the smooth operation of the Council, so that we can work to best effect for the people we are here for – the residents and businesses in Norfolk. We provide a range of services designed to provide advice and support to the political and managerial leadership of the Council.

We support services to enable transformational change and we ensure the Council is safe, compliant and governed effectively. We also focus on generating income, particularly from nplaw and Registrars. These fee earning activities support and enhance our core offer.

Outlined below are some of the long-term impacts and potential future budget pressures for Strategy and Governance arising from COVID-19, these include:

- Supporting the organisation to operate in a safe, well-governed and compliant way during lockdown and beyond.
- Maintaining democratic functions and support to our Members.
- Supporting employees through a period of radical change linked to remote working.
- Providing advice on statutory and regulatory changes arising from the pandemic.
- Devising effective communication internally, externally and engaging with key stakeholders to support Public Health messages for the Council and our Norfolk Resilience Forum partners.

Budget proposals for this year are set out in the table below:

Reference	Saving Title	2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m	Total £m
SGD001	nplaw Structural Review , savings from structural review linked to development of the partnership agreement.	-0.200	0.000	0.000	0.000	-0.200
SGD002	Democratic Services Review , savings linked to changes arising from the Peer Review and Association of Democratic Services Officers (ADSO) review.	-0.030	0.000	0.000	0.000	-0.030
SGD003	Information Governance , streamlining of Information Governance processes to deliver efficiencies.	-0.020	0.000	0.000	0.000	-0.020
SGD004	Your Norfolk Digitisation , stopping paper production and distribution of Your Norfolk and moving to a more frequent digital solution.	-0.100	0.000	0.000	0.000	-0.100
SGD005	Strategy and Governance back office savings - reducing print, post, stationery and travel expenditure across the whole Department.	-0.100	0.000	0.000	0.000	-0.100
SGD006	Professional Lead Model - implementation of the model across the Insight and Analytics (I&A), Communications, and Strategy capability across the organisation.	-0.250	0.000	0.000	0.000	-0.250
SGD007	Democratic Services (staff budgets) , review and realign existing structure to deliver new post COVID-19 ways of working.	-0.075	0.000	0.000	0.000	-0.075
SGD008	Elections Funding underspend (one-off release of reserve) , focussed management of the election facilitation, with District Councils, to deliver an underspend against budgeted provision.	-0.075	0.075	0.000	0.000	0.000
SGD009	Further savings to deliver a net 2.75% reduction in staffing budgets across Strategy and Governance teams , targeting vacancy management and natural turnover as a priority; savings will be linked to achieving efficiencies through the HR and Finance System replacement.	-0.109	0.000	0.000	0.000	-0.109

Reference	Saving Title	2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m	Total £m
	Total	-0.959	0.075	0.000	0.000	-0.884

Q. Do you have any comments about our approach to making savings in our strategy and governance services? If yes, please write in below.

Finance and Commercial Services

Finance and Commercial Services has a set of core departmental priorities aimed at enhancing our financial performance, asset management (including technology) and procurement processes, these include:

Supporting and training service managers; management of our property assets to make best use and maximise the return on investments; efficient and effective contract management; utilising new technology; and implementing Smarter Ways of working.

Outlined below are some of the long-term impacts and potential future budget pressures for Finance and Commercial services arising from COVID-19, these include:

- Ensuring safe and appropriate use of our property and assets.
- Procurement of vital equipment, particularly Personal Protection Equipment (PPE).
- Delivering and maintaining effective Information Communication Technology solutions to enable remote working and organisational resilience.

- Maintaining prompt and secure payment systems while ensuring appropriate financial control and oversight of decision-making.

Budget proposals for this year focus on introducing new technology and embedding the benefits of new ways of working to help us make savings.

Reference	Saving Title	2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m	Total £m
FCS001	Automation of IMT processes (staff budgets) , automation for simple repetitive tasks such as provision of access rights to file shares. Staffing reductions to be delivered by targeting vacancy management and natural turnover, although some potential for redundancies.	-0.200	0.000	0.000	0.000	-0.200
FCS002	New network and telephone support arrangements , reduced administrative effort to maintain network and telephone systems. Review small scale headcount reduction and / or reduced expenditure on third party support contracts.	-0.100	0.000	0.000	0.000	-0.100
FCS003	Reduced expenditure on the corporate printing contract , contract renegotiation and reductions in volumes.	-0.100	0.000	0.000	0.000	-0.100
FCS004	Schools IT reduced cost and increased income , implement a range of measures to improve profitability of the Schools IT operation, through increased efficiency / reduced costs to provide service, and ceasing trading in areas where the income does not cover the full cost of provision.	-0.050	0.000	0.000	0.000	-0.050
FCS005	Switching all IMT mobile phones over to bring your own device (BYOD) , reduced expenditure on mobile telephony through BYOD, usage policies and contract management.	-0.020	0.000	0.000	0.000	-0.020
FCS006	Reduced expenditure on software applications such as Adobe Acrobat and MS Project , challenging current use and requirements, and providing lower cost alternatives.	-0.020	0.000	0.000	0.000	-0.020
FCS007	Travel and transport budget in IMT , reduced costs through increased mobile and flexible working, more virtual visits and reduced courier / delivery costs.	-0.010	0.000	0.000	0.000	-0.010
FCS008	Increased Data Centre Income , sharing the NCC data	-0.003	0.000	0.000	0.000	-0.003

Reference	Saving Title	2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m	Total £m
	centre more widely with Norwich City Council, and possibly other partners, enabling income targets to be overachieved.					
FCS009	One-off use of reserves , one-off savings and use of reserves within Budgeting and Financial Management.	-0.255	0.255	0.000	0.000	0.000
FCS010	Vacancy management within Internal Audit Service , vacancy management and team structure review, and review of contracted services budget.	-0.015	0.000	0.000	0.000	-0.015
FCS011	Introduction of new technology and reduction in posts in Finance Exchequer Services , savings from reduction in headcount enabled by introduction of new technology including additional employee self-service.	-0.075	0.000	0.000	0.000	-0.075
FCS012	Benefits realisation from the HR & Finance System replacement project in Finance Exchequer Services , benefits realisation work is still underway to quantify value of saving from the HR & Finance System replacement, but current forecast reflects savings of £0.4m in 2022-23 which will be delivered by a combination of reduction in posts and changes to licence costs. Expected full year effect of the project being implemented is currently estimated as a further £0.1m from 2023-24.	0.000	-0.400	-0.100	0.000	-0.500
FCS013	Corporate Property savings in direct revenue costs , savings achieved through reduced maintenance, security and other revenue costs based on exiting some additional sites, enabled by changes to ways of working due to COVID-19.	-0.358	0.000	0.000	0.000	-0.358
FCS014	Further savings to deliver a net 2.75% reduction in staffing budgets across Finance and Commercial Services teams , targeting vacancy management and natural turnover as a priority; savings will be linked to achieving efficiencies through the HR and Finance System replacement.	-0.372	0.000	0.000	0.000	-0.372
	Total	-1.578	-0.145	-0.100	0.000	-1.823

Q. Do you have any comments about our approach to making savings in finance and commercial services? If yes, please write in below.

A large, empty rectangular box with a thin blue border, intended for the respondent to write their comments. The box is currently blank.

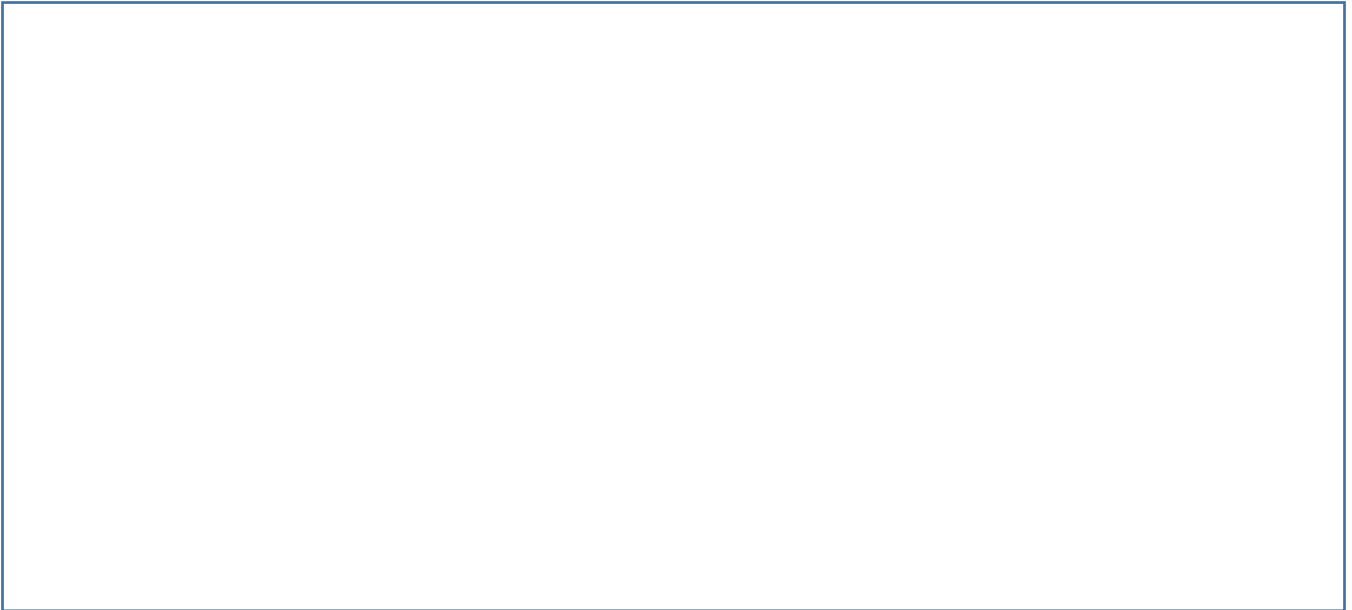
Finance General

Finance general is a corporate budget which covers council wide expenditure such as pension payments; grant payments; audit fees, member allowances; and capital financing costs. It also covers income such as general Government grant; funding through the Business Rates Retention system; and interest from investments.

Budget proposals for this year are tabled below:

Reference	Saving Title	2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m	Total £m
FIN001	One off release of Organisational Change Fund , underlying annual budget provision for organisational change and redundancy costs is £2.7m (2019-20). Assessment of amount required to be held against organisational need, experience of actual costs incurred, and the likely organisational and staffing impact of emerging saving proposals for 2021-22, indicate that it would be possible to continue to release £0.500m from this budget on the same basis as 2020-21. This reflects a delay of cost pressure for 2021-22 to 2022-23.	-0.500	0.500	0.000	0.000	0.000
FIN002	Insurance review (One-off use of reserves) , review of Insurance reserves, claims and risks allows £0.500m to be released on a one-off basis.	-0.500	0.500	0.000	0.000	0.000
FIN003	Interest Payable / Receivable , revised estimates of interest payable and receivable budgets for 2021-22 based on latest forecasts enable a reduction in budget provision.	-0.120	0.000	0.000	0.000	-0.120
FIN004	Employer pension contribution payment in advance , deliver a saving by paying the County Council employer pension contribution in advance, benefiting from the investment returns achieved by the Pension Fund over a longer period. Value of saving currently being confirmed/refined.	-1.500	0.000	1.500	0.000	0.000
	Total	-2.620	1.000	1.500	0.000	-0.120

Q. Do you have any comments about our approach to making savings in finance general services? If yes, please write in below.

A large, empty rectangular box with a thin blue border, intended for the respondent to write their comments.

About you

2. 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 County Council employee

3. If you are responding on behalf of another organisation, what is the name of the organisation, group or business?

Please write your answer in the box:

4. 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:

7. 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

8. 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

9. 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

10. What is your first language?

Please write your answer in the box:

11. 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 of this consultation to the Council's Cabinet on 1st February 2021 and we will make final decision about our budget on 22 February 2021.

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.

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

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.