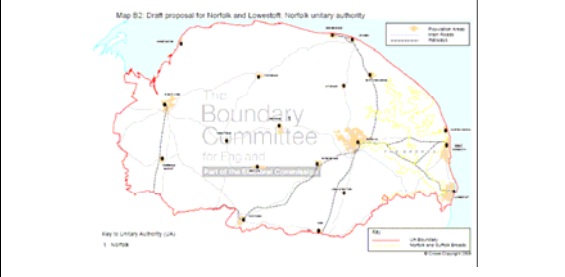
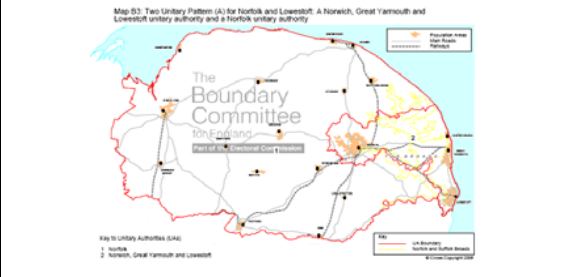
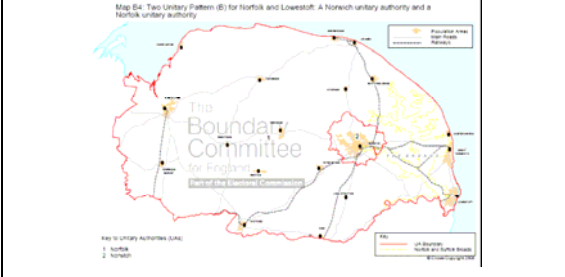


Appendix Three – Critique of Options

	<h3>Single County Unitary</h3> 	<h3>'Wedge'</h3> 	<h3>'Doughnut'</h3> 
<p>General</p>	<ul style="list-style-type: none"> • This proposal is regarded as a 'second best' option by its proponents Norfolk County Council who would prefer to retain the two tier system (Council Resolution 15/9/08) • This proposal was also regarded as second best by the Boundary Committee Officer Team "we are not persuaded on the basis of the available evidence that a single unitary authority for the whole of Norfolk would best meet the criteria" (BCFE (08) 14-21 May 08) • This proposal is not supported by any of Norfolk's seven District Councils or Waveney District Council • This proposal is underpinned by the Boundary Committee's view that Norwich provides a strong economic focus for the whole County. It does not. • This model is unprecedented in terms of its scale, the incorporation of two competing economic sub regions, plus a significant town located in a different County. Consequently this proposal represents a high degree of risk • There is no clear sense of vision or ambition about how the new authority could achieve a step change in 	<ul style="list-style-type: none"> • This proposal is not backed up by a business case, therefore there are no source documents on which to base a proper or comprehensive assessment of this proposal – there are less than 500 words in the Boundary Committee's report to go on • The Boundary Committee commentary on this model in their report gives no explanation as to how the rural Norfolk Unitary would operate • There is no connection between King's Lynn as the major town in the rural Unitary and the towns and villages located in the east of the county • The rural Unitary would have a very sparse population, and therefore high service delivery costs • There is considerable uncertainty about the location of the boundaries for this model • Will create enormous upheaval, service disruption and loss of focus on service delivery as key staff leave due to uncertainty, and services are both aggregated (Norfolk) and disaggregated (Suffolk). Disruption and risk is even 	<ul style="list-style-type: none"> • There is no business case or concept paper which explains how the unitary council for the remainder of Norfolk would work • There is as yet no financial information available for the unitary council for the remainder of Norfolk to enable value for money and affordability to be assessed • In their own report the Boundary Committee give little credence to this model – covered in less than 300 words • No evidence of public support for this model outside the confines of Norwich City itself • Will create enormous upheaval, service disruption and loss of focus on service delivery as key staff leave due to uncertainty, and services are both aggregated (Norfolk) and disaggregated (Suffolk). Disruption and risk even greater than single County unitary option due to the additional need to disaggregate services in Norfolk (county and district) as well as Suffolk • The experience of structural change is that it tends to over promise and under deliver and diverts energy and focus from improvement. Savings are not always

	Single County Unitary	'Wedge'	'Doughnut'
	<p>outcomes, or of an authority eager to commit to stretch itself and the aspiration of its communities</p> <ul style="list-style-type: none"> • The proposal is weak on how to gain added value by working collaboratively across internal teams or between council services and external partners. • The proposal is generic and reflects 'Norfolk the administrative entity' rather than 'Norfolk the place', its communities or its distinctive issues • The experience of structural change is that it tends to over promise and under deliver and diverts energy and focus from improvement. Savings are not always accurately stated because they ignore offsetting costs or are optimistically calculated. Similarly costs are often understated or glossed over. A single unitary, especially in a large county such as Norfolk, and with the added dimension of Lowestoft, will have a tendency to become remote and distant from its customers and perform badly in true local engagement. As costs become tight there will inevitably be a move to centralise functions, which will reinforce the remoteness of the organisation. <p>Will create enormous upheaval, service disruption and loss of focus on service delivery as key staff leave due to uncertainty, and services are both aggregated (Norfolk) and disaggregated (Suffolk). The Annual Audit and Inspection letter, March 2008 for NCC stated that – “the County is distracted by local government review.....and is not likely to be able to handle reorganisation and service improvement...”</p>	<p>greater than single County unitary option due to the additional need to disaggregate services in Norfolk (county and district) as well as Suffolk</p> <ul style="list-style-type: none"> • The wedge extends only to the Greater Norwich boundary as proposed by the City Council. This boundary is too tightly drawn to cover the growth areas around the City. This will inevitably lead to partnership working being required from the two unitary councils along similar lines to that which is already in place through the Greater Norwich Development Partnership. This will give rise to issues of primacy and self-interest. • The experience of structural change is that it tends to over promise and under deliver and diverts energy and focus from improvement. Savings are not always accurately stated because they ignore offsetting costs or are optimistically calculated. Similarly costs are often understated or glossed over. As costs become tight there will inevitably be a move to centralise functions, which will reinforce the remoteness of the organisation. • The affordability work book has apparently been based on assumptions derived from a disaggregation of the Single County model with minimal input from those who are developing this model 	<p>accurately stated because they ignore offsetting costs or are optimistically calculated. Similarly costs are often understated or glossed over. As costs become tight there will inevitably be a move to centralise functions, which will reinforce the remoteness of the organisation.</p> <ul style="list-style-type: none"> • The unitary council outside of Greater Norwich has no coherence whatsoever. There are large / major settlements, all of which are on the extreme edges of that authority – King’s Lynn, Cromer, Great Yarmouth, Diss, Thetford and Lowestoft.

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Strategic Leadership	<ul style="list-style-type: none"> In incorporating two economic sub regions it fails to reflect the economic reality of Norfolk, notwithstanding the Secretary of States clearly expressed view that 'the more an authorities area matches the economic reality, the more likely that it will be effective in providing the strategic leadership necessary to create prosperity (Hazel Blears 18/12/07) The model proposed is based upon the concept that Norwich is the economic driver for the whole of Norfolk. This assumption is entirely wrong "... a population of 840,000 and a large geographical area presents challenges to effective strategic leadership" (Boundary Committee Officer Report 21/5/08) Too big (second largest population 840,000 of any unitary council in England behind Birmingham) Too remote (significantly larger than any existing unitary council) Strategic leadership in the face of too many diverse geographical priorities will be extremely difficult This proposal is more bureaucratic than the two tier system it seeks to replace – creating area committees <u>and</u> community partnership boards to replace the district authorities This proposal is overtly focused on the Norwich economic sub region, creating a special economic development vehicle with many 'millions of pounds of resources'. This will inevitably result in the marginalisation of the County's second economic sub region in the west 	<ul style="list-style-type: none"> The 'rest of Norfolk' authority has no natural coherence, or identity. No thought has been given whatsoever to the sense of place, the needs of the communities and their future well being The model separates Norwich from much of its economic sub region Will require the establishment of a multi area agreement in order to reconnect Norwich to much of its economic sub region Will lead to tension within Norfolk/Lowestoft/Great Yarmouth authority with conflicting and very different economic and social priorities – regeneration versus growth agendas This model splits the Norwich Planning Area and the housing sub regions leading to a weaker strategic approach to these issues Does not reflect natural communities in either authority area The large geographic area and sparse population of the 'remainder county' authority would present major challenges in terms of effective strategic leadership Boundary Committee's report states "...it is not clear to us how King's Lynn's sphere of influence would be accommodated in the strategic leadership and vision for the rural Norfolk authority" As with the proposed unitary county authority, we also have concerns as to whether a 'remainder county' authority would best address the peripheral situation and socio-economic challenges 	<ul style="list-style-type: none"> The 'remainder county' authority has no natural coherence, or identity. No evidence that there is a sense of place underpinning this authority or that any consideration has been given to the needs of the communities and their future well being The model separates Norwich from much of its economic sub region No evidence for the rationale or vision for the 'remainder county' authority Will require the establishment of a multi area agreement in order to reconnect Norwich to its economic sub region The two main centres of population for the 'remainder of Norfolk' unitary are located at the western (King's Lynn) and eastern (Great Yarmouth) extremities of the area some 65 miles apart There is no connection in social and economic terms between the western and eastern parts of the rest of Norfolk council Tension and conflict between the small Norwich authority and its much larger neighbour is effectively 'designed in' to this model. This will be exacerbated by differences of political control, as the two councils compete for growth and inward investment This model splits the Norwich planning area leading to a weak strategic approach to key issues such as the growth agenda The Greater Norwich proposal does not reflect a viable authority to achieve the growth agenda and political aspirations of the City Council

	Single County Unitary	'Wedge'	'Doughnut'
	<p>of the County</p> <ul style="list-style-type: none"> The management model proposed, effectively 'bolting on' district services to the existing County structure will lead to a failure to deliver transformational change The thinking that permeates this proposal is unambitious, the steady state structure betrays a deeply embedded complacency that has no prospect of delivering a step change in outcomes The inclusion of a Norwich Development Board and a Cabinet Member for Norwich chosen by Norwich Councillors is ill conceived and is likely to lead to conflict as Norwich itself is likely to be dominated by councillors from a different political party to the remainder of Norfolk The proposal is not built around the distinctive opportunities, strengths and challenges within Norfolk. There is no sense of place, or the required tailored, localised solutions needed to ensure the future prosperity of its communities 	<p>of Great Yarmouth</p> <ul style="list-style-type: none"> This model is not aligned with the two economic sub regions and is likely to lead to the marginalisation of peripheral areas 	<ul style="list-style-type: none"> Lack of focus for the east of the County as a consequence of severing the natural retail, cultural, education, health and social centre from its hinterland Extremely challenging for a 'remainder county' authority to effectively address the peripheral situation and socio economic challenges of Great Yarmouth in the east and King's Lynn/Thetford in the west We do not believe that the Greater Norwich Unitary will have the capacity or influence regionally to deliver the significant infrastructure needed to deliver the jobs and housing growth in the next 10-25 years. We have particular concerns about the Norwich Northern Distributor Road. With the doughnut on constrained boundaries it will require both Unitary Councils to give this road their top priority. Some of the areas of major future growth will fall across the two unitaries and the long term delivery of new homes, jobs and infrastructure could be prejudiced The doughnut option would set back the work on the joint core strategy at the very time growth needs to be well planned. Authorities will become disengaged from strategic priorities to focus on the creation of new structures leading to a detrimental impact for residents and the quality of leadership being reduced at a time it is most needed The large geographic area of the 'remainder county' authority would present challenges in terms of effective strategic leadership due to its scale and population

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Value for Money & Equity in Public Services	<ul style="list-style-type: none"> • The proposals could jeopardise the financial stability of future service delivery by under-estimating the cost of transition and over estimating the scale of savings. As the financial case has still not been published and the “work book” was not available until a few days prior to the close of the consultation period, and has continued to change on an almost daily basis we have not yet had the opportunity to properly test the basis of the business case • This will be bureaucratic – 5 Area Committees and 21 Community Partnership Boards to replace 7 District Councils each with their own staff and budgets • This will be Norwich centric – likely to be based in Norwich; special economic development company with many millions of resources for Norwich; £104 reduction in Council Tax for Norwich residents; but no significant reduction for residents of rural Norfolk • Because the new authority will face severe financial pressures its likely response is to level services down rather than adopting more innovative practices • The financial case appears to be based on weak and under-developed proposals for service development, leaving a new authority poorly placed to address and meet the challenges and opportunities facing Norfolk • There is a very real risk that discretionary services that impact most strongly on successful place shaping (economic 	<ul style="list-style-type: none"> • There is no information available whatsoever to consultees that would enable a serious attempt to be made at assessing even the potential value for money achievable through the implementation. This is a very high risk proposal. • The total lack of a worked up proposal could be disastrous in implementation terms. The financial projections produced by the County Council have been produced without reference to the assumptions which underline the proposal being prepared by Great Yarmouth Borough Council • There is a 20 mile gap between Great Yarmouth and Norwich. Much of that gap is rural in character. We have no doubt that this new Unitary would concentrate its resources into the three urban areas and the rural areas would, as a consequence, be neglected. This would lead to resentment, could reduce community cohesion and would certainly reduce access to services to residents in those rural areas. • Would create new administrative boundaries between two authorities where there are major daily population movements, for work, for schooling etc • Risks of vulnerable clients falling between two authorities • Great Yarmouth, Waveney and Norwich City Council are all currently on ‘Use of Resources’ scores of 1 and all have severe financial pressures and inadequacies. With three Councils 	<ul style="list-style-type: none"> • There is very little information available to consultees concerning the service delivery model for the ‘remainder Norfolk’ authority on which to base an informed assessment of the likelihood that value for money could or would be achieved. Norfolk County Council appear to have undertaken a fairly crude financial exercise based on a simplistic scaling down of their single county model. This is therefore a high risk proposal • Would create new administrative boundaries between two authorities where there are major daily population movements, for work, for schooling etc • Risks of vulnerable clients falling between two authorities • There is no doubt that “County” services will need to be disaggregated and that is of major concern. This will heighten the risks, at least in the short-term, of service failure, which could lead to catastrophic consequences, e.g. in Children’s Services with looked after and other vulnerable children. • Norwich City Council has failed to demonstrate that any savings will be achieved from the proposed new City authority. This indicates that there is little financial benefit for city residents from the adoption of a model that will leave them in a position of paying the highest Council Tax levels in Norfolk • The financial case appears to be based on weak and under-developed proposals for service development, leaving a new

	Single County Unitary	'Wedge'	'Doughnut'
	<p>development, leisure, culture etc) will be reduced and local flexibility diminished</p> <ul style="list-style-type: none"> The County councils financial projections are bullish in their expectations of savings and costs. As the financial bottom line will be binding, if they turn out to be incorrect, the consequences will be borne by Norfolk's communities To balance the books for over-optimistic assumptions, service delivery ambitions may need to be scaled back The financial data is very unclear with regard to the localisation and area working The financial case is almost entirely silent on the very significant challenges facing the 8 authorities, in capital funding, particularly in light of the ongoing and deepening impact of the credit crunch There is no detail on the shared services trading model other than an assertion that it will provide a trading surplus to help towards savings. As a consequence we have reservations that capacity can be sold. Therefore the costs of redundancy are likely to be understated Given the experience of integrating ICT platforms within individual districts we have serious reservations about the quoted cost of ICT change CIPFA data demonstrates that two tier Norfolk currently delivers many services at a lower cost than that achieved by many existing unitary councils of a similar geographic/sparsity level. For example the net cost of waste collection and disposal (2008/09) – a function currently split between the two tiers. See table below 	<p>having a Use of Resources score of 1 forming the major parts of a new Unitary there is no doubt that these issues will leak into the new unitary council.</p> <ul style="list-style-type: none"> Disaggregation of Norfolk and Suffolk County Council services will undoubtedly add to costs and has the very real serious risk of gaps appearing in service. Additional arrangements would be needed to manage strategic infrastructure, for example, transport There is a serious risk that the discretionary services that impact most strongly on successful place shaping (economic regeneration, leisure, culture etc) will be reduced or cut completely if the calculations turn out to be over optimistic There is no clear model on which to base the calculation for localisation and area working The financial case is almost entirely silent on the very significant challenges facing the 10 authorities, in capital funding, particularly in light of the ongoing and deepening impact of the credit crunch The Boundary Committee report fails to mention even once the issue of equity in public services There would be duplication of some strategic planning arrangements that are currently done on a county-wide basis e.g. there would be two local transport plans (currently one), two strategic planning authorities (currently one) etc There is an uneven spread of specialist assets, for example, special schools, 	<p>authority poorly placed to address and meet the challenges and opportunities facing Norfolk</p> <ul style="list-style-type: none"> There is a very real risk that discretionary services that impact most strongly on successful place shaping (economic development, leisure, culture etc) will be reduced and local flexibility diminished The County councils financial projections for the remainder of Norfolk authority are bullish in their expectations of savings and costs. If they turn out to be incorrect, as the financial bottom line will be binding, the consequences will be borne by the authorities communities To balance the books for over – optimistic assumptions, service delivery ambitions may need to be scaled back The financial data is very unclear with regard to the localisation and area working for the remainder of Norfolk authority The financial case is almost entirely silent on the very significant challenges facing the authorities in the remainder of Norfolk, in capital funding, particularly in light of the ongoing and deepening impact of the credit crunch There are no details on the shared services trading model other than an assertion that it will provide a trading surplus to help towards savings. As a consequence we have reservations that capacity can be sold. Therefore the costs of redundancy are likely to be understated There are serious deficiencies in the

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<ul style="list-style-type: none"> • Some services e.g. planning and benefits, have lower consumer satisfaction in authorities of larger population sizes (Population Size and Local Authority Performance CLG 2006 p12) • Norfolk borough and district authorities achieve good value for money by, for example, letting small contracts often won by local contractors • The Boundary Committee report fails to mention even once the issue of equity in public services 																			

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Neighbourhood Engagement	<ul style="list-style-type: none"> • This model offers no meaningful neighbourhood engagement – the proposed Community Partnership Boards will operate with a population of 35,000 whereas neighbourhood engagement works best at the level of the village or estate. • Creates a democratic deficit with the ratio of citizens to each Councillor substantially higher than for any unitary authority in England • Recent research shows that the majority of case work is carried out by District Councillors rather than County Councillors. Thus, the commitment needed from the proposed 120 or less Unitary Councillors will make it difficult to recruit from a broad cross section of the public • No evidence provided that citizens, as individuals or as part of local communities with which they strongly identify, will have enhanced opportunities to influence and participate in real decision-making through the Community Partnership Boards • The lack of a strong champion for the areas with the loss of Borough and District Councils in no way adequately addressed by the proposed area Cabinet Members • Creates additional bureaucracy and an increase in the number of 'layers' between the citizen and the decision maker • One large authority almost universally regarded in Norfolk as being too remote 	<ul style="list-style-type: none"> • There is no concept document or indeed substance in the Boundary Committee report which enables a thorough analysis of the neighbourhood engagement aspect of this proposal to be assessed or educated. However assuming that the neighbourhood engagement model is, as suggested by the Boundary Committee report, broadly based on the single county model the following points apply • Creates additional bureaucracy and an increase in the number of 'layers' between the citizen and the decision maker • The remainder Norfolk authority would be extremely large and consequently remote from residents, businesses, voluntary groups and Parish / Town Councils • Access to decision makers will be difficult in the remainder Norfolk council due to the geographical size making senior officers and councillors inaccessible to many people and organisations • Local identity and distinctiveness in both councils would be diluted • Residents are clearly expressing strong fears that this model will disconnect them from their Council • Acknowledgement by the Boundary Committee officers of the issues that size presents – “Large geographic area presents challenges to neighbourhood empowerment” (Boundary Committee Officer Report 21/5/08) 	<ul style="list-style-type: none"> • There is no concept document or indeed substance in the Boundary Committee report for the proposed 'remainder Norfolk' authority which would constitute the great majority of Norfolk's resident population. There is no vision for this authority. Again one can only work on the basis that its neighbourhood engagement model is expected to be broadly based on an adapted version of the single county model put forward by Norfolk County Council • The remainder Norfolk authority would be almost as large as that of the single county authority but would be expected to operate without the inclusion of the county town and would consequently be remote from its citizens • In the event that a variation of the Single County Unitary model is used to try and overcome the size of the remainder of Norfolk model it would introduce a similar level of Area Committees and Community Partnership Boards with their attendant weaknesses • Access to decision makers will be difficult in the remainder Norfolk Council due to its geographical size making senior officers and councillors inaccessible to many people and organisations • Creates a democratic deficit in the remainder of Norfolk unitary with a high citizen to elector ratio • Creates additional bureaucracy and an increase in the number of 'layers' between the citizen and the decision

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	<p>from residents, business, voluntary groups, Parish and Town Councils is acknowledged by the Boundary Committee officers – “Large geographic area presents challenges to neighbourhood empowerment” (Boundary Committee Officer Report 21/5/08)</p> <ul style="list-style-type: none"> • Access to decision makers will be considerably more difficult due to the sheer size of Norfolk. For businesses and voluntary groups in the west of the County, for example, access to senior officers will require a 90 mile round trip • Local identity and distinctiveness, the product of centuries of different development and economic focus would be lost, for example, the proud Hanseatic tradition in King’s Lynn • Residents are clearly expressing strong fears that this model will disconnect them from their Council • No attempt to build on existing structure for locality working and place shaping to build on established good practice • The proposal also fails to build upon the existing leading edge practice developed by the District Councils – such as King’s Lynn’s participation in the CLG Neighbourhood Charter pilot programme • The proposed Area Committees and Community Partnership Boards reflect administrative convenience rather than real communities and engagement and if implemented would represent a backward step rather an improvement • Area Committees and Community Partnership Boards proposed reflect a 	<ul style="list-style-type: none"> • No attempt to build on existing structure for locality working and place shaping to build on established good practice • This proposal also fails to build upon the existing leading edge practice developed by the District Councils such as King’s Lynn’s participation in the CLG Neighbourhood Charter programme within the remainder of Norfolk authority • The proposed arrangements reflect administrative convenience rather than real communities and engagement and if implemented would represent a backward step rather an improvement • The proposed arrangements reflect a failure to understand the localities within the County particularly within the remainder of Norfolk authority • The proposal reveals a lack of awareness and lack of understanding of what locality working and place shaping really mean • The lack of vision of how to secure the benefits of locality working can only sell Norfolk’s communities short particularly within the remainder of Norfolk authority • Fails to take the needs of the community as a starting point and to redesign service delivery models with agencies and partners that add value to the outcomes particularly within the remainder of Norfolk authority • As a consequence of the lack of understanding of locality working the proposed structure of the new organisation is ‘light’ on senior officer capacity to address strategic leadership, place shaping and enabling at the area 	<p>maker in the remainder of Norfolk authority area</p> <ul style="list-style-type: none"> • Local identity and distinctiveness in both Councils would be diluted • Residents are clearly expressing strong fears that this model will disconnect them from their Council • Acknowledgement by the Boundary Committee officers of the issues that size presents – “Large geographic area presents challenges to neighbourhood empowerment” (Boundary Committee Officer Report 21/5/08) • No attempt to build on existing structure for locality working and place shaping to build on established good practice • The proposal also fails to build upon the existing leading edge practice developed by the District Councils such as King’s Lynn’s participation in the CLG Neighbourhood Charter programme within the remainder of Norfolk authority • The proposed arrangements reflect a failure to understand the localities within the County particularly within the remainder of Norfolk authority • The proposal reveals a lack of awareness and understanding of what locality working and place shaping really mean • The lack of vision of how to secure the benefits of locality working can only sell Norfolk’s communities short particularly within the remainder of Norfolk authority • Fails to take the needs of the community as a starting point and to redesign service delivery models with agencies and partners that add value to the outcomes particularly within the

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	<p>failure to understand the localities within the county and a lack of awareness and understanding of what locality working and place shaping really mean</p> <ul style="list-style-type: none"> • The lack of vision of how to secure the benefits of locality working can only sell Norfolk's communities short • Fails to take the needs of the community as a starting point and doesn't redesign service delivery models with agencies and partners that add value to the outcomes • As a consequence of the lack of understanding of locality working, the proposed structure of the new organisation is 'light' on senior officer capacity to address strategic leadership, place shaping and enabling at the area level • The area structure proposed recreates the administrative function of the districts but strips out the ability to play the modern place shaping and enabling role at area level • No clear explanation of area and locality working at officer level or what services will be delivered / managed at an area or neighbourhood level • There is no place in the proposed Area Committee / Community Partnership Board model for significant local partners involvement and interaction and they will consequently lose their ability and enthusiasm to engage • There is no clear reference to resourcing capacity building for communities and the third sector, revealing little understanding of empowerment 	<p>level particularly within the remainder of Norfolk authority</p> <ul style="list-style-type: none"> • The area structure proposed recreates the administrative function of the districts but strips out the ability to play the modern place shaping and enabling role at the area level particularly within the remainder of Norfolk authority • There is no place in the proposed Area Committee / Community Partnership Boards model for significant local partners involvement and interaction and they will consequently lose their ability and enthusiasm to engage, particularly within the remainder of Norfolk authority • The proposal shows little recognition of the need to take an approach which integrates services in order to address locality issues, again illustrating a lack of imagination and new thinking behind the proposal particularly within the remainder of Norfolk authority • No explanation of area and locality working at officer level or what services will be delivered / managed at an area or neighbourhood level • The risk is that for a new authority (for the remainder Norfolk authority) the scale of the challenge of ensuring engagement and involvement across such a large population and geography would prove so daunting that effectively in the short to medium term very little would happen other than a few pilots 	<p>remainder of Norfolk authority</p> <ul style="list-style-type: none"> • As a consequence of the lack of understanding of locality working the proposed structure of the new organisation is 'light; on senior officer capacity to address strategic leadership, place shaping and enabling at the area level particularly within the remainder of Norfolk authority • Area structure proposed recreates the administrative function of the districts but strips out the ability to play the modern place shaping and enabling role at the area level particularly within the remainder of Norfolk authority • There is no place in the proposed Area Committee / Community Partnership Boards model for significant local partners involvement and interaction and they will consequently lose their ability to engage particularly within the remainder of Norfolk authority • The proposal shows little recognition of the need to take an approach which integrates services to address locality issues, again illustrating a lack of imagination and new thinking behind the proposal particularly within the remainder of Norfolk authority • No explanation of area and locality working at officer level or what services will be delivered/managed at an area or neighbourhood level • The risk is that for a new authority (for the remainder Norfolk authority) the scale of the challenge of ensuring engagement and involvement across such a large population and geography would prove so daunting that effectively

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	<ul style="list-style-type: none"> • The proposal shows little recognition of the need to take an approach which integrates services in order to address locality issues, again illustrating a lack of imagination and new thinking behind the proposal • Local diversity is merely skimmed over in the proposal, in which there has been no serious attempt to describe and respond to local diversity • The potential for community leadership, developing neighbourhood management and place shaping is greatly undermined by the disenfranchisement and democratic deficit – attributable almost exclusively to the sheer size and scale of the proposed council • The proposal gives Norfolk's residents the highest resident to Councillor ratio of <u>any</u> existing or proposed unitary. It is impossible to see how the Councillors can fulfil effectively the expectations set out in the White Paper with such a workload 		<p>in the short to medium term very little would happen other than a few pilots</p> <ul style="list-style-type: none"> • The proposed arrangements for the remainder of Norfolk authority area reflect administrative convenience rather than real communities and engagement and if implemented would represent a backward step rather than an improvement

	Single County Unitary	'Wedge'	'Doughnut'
Broad Cross-Section of Support	<ul style="list-style-type: none"> • This is opposed by every MP in Norfolk • Strongly opposed by all 8 District Councils affected • Regarded as very much 'second best' to the two tier system by its proponents Norfolk County Council • Opposed by overwhelming majority of Parish / Town Councils • Considerable opposition from stakeholders (Hospital Trusts, FE College etc) with a sub county remit • Low level of support from individual respondents to the Boundary Committee website (based on responses shown on BC website up to 15.09.08) • Little support from the voluntary and community sector • Significant lack of support from businesses across the county and almost unanimously rejected by businesses in the west 	<ul style="list-style-type: none"> • It is not possible to undertake a meaningful and informed consultation exercise on this proposal in the absence of any substantive detail • Opposed by 7 of the 8 Districts affected and only second preference of its proponent Great Yarmouth Borough Council • Opposed by Norfolk County Council • Opposed by the majority of Parish / Town Councils • Opposed by a clear majority of the voluntary and community sector • Opposed by the majority of the business community outside the immediate Yarmouth / Lowestoft area • Opposed by the majority of county and sub county level stakeholders outside of the immediate Yarmouth / Lowestoft area • Opposed by an overwhelming majority of MP's in Norfolk • Negligible public support from respondents to the Boundary Committee website (based on responses shown on BC website up to 15.09.08) 	<ul style="list-style-type: none"> • Low level of public support from respondents to the Boundary Committee web site (based on responses shown up to 15.09.08) despite a two year campaign by the City Council • Opposed by 7 of the 8 Districts affected • Opposed by Norfolk County Council • Opposed by all the county level stakeholders and a majority of the sub county stakeholders outside of Norwich itself • Opposed by much of the voluntary and community sector outside of Norwich itself • Opposed by the clear majority of Norfolk MP's • Significant lack of support from businesses across the county and almost unanimously rejected by businesses in the west • Not supported by any Parish / Town Council in Norfolk (based on responses shown on BC website up to 15.09.08)

	Single County Unitary	'Wedge'	'Doughnut'
Affordability	<ul style="list-style-type: none"> The publication of raw financial data in a "financial work book" does not constitute a coherent or adequate exposition of the affordability of a county unitary authority. In any event the workbook was published too late in the consultation process to admit a proper or any analysis of the affordability of a county unitary authority. The County Council's publication of a more detailed analysis of the affordability of a county unitary authority does not cure this defect in the consultation process. The County Council are not appointed as the Boundary Committee's agent and the document they have produced is a partisan representation in support of a proposal that the County Council submitted to the Boundary Committee at an earlier stage in the review process. The assumptions on which the proposal is based are not agreed by Norfolk District Councils. Nor have other Norfolk authorities had a proper or any opportunity to consider and critique the County Council's proposals (even if those are, in themselves, a proper substitute for information on affordability that should have been developed by the Boundary Committee). 	<ul style="list-style-type: none"> The publication of raw financial data in a "financial work book" does not constitute a coherent or adequate exposition of the affordability of a county unitary authority. In any event the workbook was published too late in the consultation process to admit a proper or any analysis of the affordability of a county unitary authority. The County Council's publication of a more detailed analysis of the affordability of a county unitary authority does not cure this defect in the consultation process. The County Council are not appointed as the Boundary Committee's agent and the document they have produced is a partisan representation in support of a proposal that the County Council submitted to the Boundary Committee at an earlier stage in the review process. The assumptions on which the proposal is based are not agreed by Norfolk District Councils. Nor have other Norfolk authorities had a proper or any opportunity to consider and critique the County Council's proposals (even if those are, in themselves, a proper substitute for information on affordability that should have been developed by the Boundary Committee). 	<ul style="list-style-type: none"> The publication of raw financial data in a "financial work book" does not constitute a coherent or adequate exposition of the affordability of a county unitary authority. In any event the workbook was published too late in the consultation process to admit a proper or any analysis of the affordability of a county unitary authority. The County Council's publication of a more detailed analysis of the affordability of a county unitary authority does not cure this defect in the consultation process. The County Council are not appointed as the Boundary Committee's agent and the document they have produced is a partisan representation in support of a proposal that the County Council submitted to the Boundary Committee at an earlier stage in the review process. The assumptions on which the proposal is based are not agreed by Norfolk District Councils. Nor have other Norfolk authorities had a proper or any opportunity to consider and critique the County Council's proposals (even if those are, in themselves, a proper substitute for information on affordability that should have been developed by the Boundary Committee).

	Single County Unitary	'Wedge'	'Doughnut'
Conclusion	<ul style="list-style-type: none"> This proposal FAILS on each of the criteria assessed 	<ul style="list-style-type: none"> This proposal FAILS on each of the criteria assessed 	<ul style="list-style-type: none"> This proposal FAILS on each of the criteria assessed