

The Next Four Years, 2003–2007

All local authorities are now required by the government to set up a Local Strategic Partnership and prepare a Community Plan. However, in 1999, well before it became mandatory, Liberal Democrat-controlled South Norfolk Council was the first council in the East of England to go through this process. Developing a Community Plan for South Norfolk involved wide consultation with the public and with all the agencies and institutions whose activities affect the lives of South Norfolk's residents (e.g., County and Parish Councils, the Police and Health Services, the charitable and voluntary sectors and so on). The result is an agreed set of common priorities to address the needs of the District.

Liberal Democrats welcome the principle of the Community Plan, which recognises that all agencies should respond to the needs of the people they serve, and not their own internal agendas, and that benefits to residents will be achieved more effectively if actions are cohesive across all the agencies involved.

In formulating the Community Plan, it became apparent that the factors that affected the quality of life of residents of the District could be grouped into six major themes, namely:

- Better health and safer communities
- Care, fairness and housing
- Culture and learning
- Safeguarding the environment
- The economy
- Working in partnership

This manifesto sets out the Liberal Democrats' aims for the next four years aligned with those themes.

Better Health and Safer Communities

Better Health

Nearly all health services are now provided by local Trusts, such as the Southern Norfolk Primary Care Trust (PCT) and the Norfolk and Norwich University Hospital Trust. The boards that run these trusts are made up of non-elected appointees; in other words they are QUANGOs. Liberal Democrats continue to be very concerned about the 'democratic deficit' in these trusts and are keen that



South Norfolk Council should fulfil a robust monitoring or scrutiny role, especially as Community Health Councils, the current local health watchdogs, will cease to exist during 2003

Liberal Democrats will address these concerns by ensuring that South Norfolk Council:

- **takes an active part in the countywide Norfolk Health Scrutiny and Overview Committee.**
- **continues to monitor local provision via its own Scrutiny Committee.**
- **continues to play an active role in the South Norfolk Health Improvement Forum, the ‘voice of the people’, and will campaign for better services and oppose any withdrawal of essential local health services.**



The South Norfolk Community Plan provides the focus for joint working with local health providers, such as the Southern Norfolk PCT.

A Liberal Democrat-controlled Council will:

- **help to drive the Health Improvement programme in South Norfolk by continuing to fund the post of Health Improvement Officer, jointly with the PCT.**

South Norfolk, in common with other parts of the country, is experiencing more and more localised flooding and drainage problems. In response to the concerns of local people the Council has reviewed the way that it responds to these issues. The response to serious flooding in Shelfanger is an excellent example of the Council taking a more proactive role.



A Liberal Democrat-controlled Council will:

- **work actively with residents, Parish Councils, the County Council, the Environment Agency and the Internal Drainage Boards to resolve problems**
- **take action against landowners who neglect their duty of keeping watercourses in good repair**
- **encourage and support parishes in mapping watercourses (other than main rivers) and recording location and size of restrictions.**

The protection of public health will remain a high priority, with the emphasis on advice, education and the encouragement of best practice, though legal sanctions will be applied where these methods fail and the seriousness of any situation warrants their use.

for people and communities

Liberal Democrats are committed to:

- **the continued provision of a Dog Warden Service**
- **maintaining the council's excellent record of inspecting food shops and other food outlets.**

We will continue to encourage local pubs and restaurants:

- **to provide 'no smoking' areas and to offer healthy food options by means of the Council's Top Spot Awards.**

Safer Communities

South Norfolk is a very safe place to live compared to other areas of the country. We wish to see this maintained.

Under Liberal Democrat control the Council will:

- **continue to play a very active role in the South Norfolk Crime Reduction Partnership (consisting of Councillors, Council officers, the police, the County Council and the fire service), Norfolk Partners Against Crime and local Crime Prevention Panels**
- **involve local communities in tackling the priorities for action identified by the Partnership, namely burglary, car crime, domestic violence and street violence, in the firm belief that local people know best what is needed in their towns and villages**
- **try to reduce fear of crime by publicising information about the comparative safety of South Norfolk, liaising with the police to have a more visible police presence and encouraging Home, Farm and Business Watch initiatives.**

We want all our children to grow up as responsible and law-abiding citizens. To this end, we will:

- **investigate the feasibility of a 'Crucial Crew Show' in South Norfolk where children can experience and learn to respond to a variety of emergency scenarios in a safe environment.**



Care, Fairness and Housing



Liberal Democrats believe in listening to what people say and doing their best to act upon those ideas. Nowhere is this more important than in dealing with housing and social matters.

Our key priorities in these areas have not changed.

They remain:

- **to ensure that the housing needs of people in South Norfolk are met**

- **to provide integrated health, housing and social services support thus enabling more older or disabled people to stay in their own homes**
- **to make sure that everyone has access to services when they need them, regardless of race, gender, disability or age.**

What has changed and is changing is the way we deliver our services. For instance, we now work closely with Norfolk County Social Services to deliver our innovative Housing with Care schemes. This means that elderly people, formerly in residential homes, can if they wish return to independent living in some of our sheltered schemes, secure in the knowledge that qualified care staff are on site twenty-four hours a day to help them. This benefits the tenants and their families. It is essential that we secure a wide range of options (nursing homes, residential homes, housing with care, sheltered housing and domiciliary care), so that older people in South Norfolk have a choice as to the kind of support that best suits their needs and wishes.



A Liberal Democrat controlled Council will:

- **look to expand this facility by working with the Health Service to offer more extensive professional care to those residents who wish to use it**
- **continue to seek innovative ways of working with other agencies to deliver an even better quality of care to those who need it and, by this joint working, make better use of our limited resources.**

Sadly, we have had to give serious consideration to the idea that our own housing stock might have to be transferred to another landlord, the so-called Large Scale Voluntary Transfer (LSVT). This is a very bleak prospect for us to contemplate as we believe that District Councils are well able to manage housing stock but, because of Central Government constraints, we cannot guarantee to maintain our housing service at its current level of excellence. To prevent the service deteriorating, the Council has agreed to investigate transfer. We will:

- **continue to work very closely with our tenants, who will have the final say in a ballot that is scheduled to take place in the summer of 2003.**

If this transfer goes ahead the Council will, by law, retain a strategic function for housing. We are very conscious of the dramatically increasing prices in the housing market and the adverse effect that this has for individual families and the social fabric of the District.

A Liberal Democrat-controlled Council will:

for people and communities

- **further strengthen the close working between our Housing and Planning departments to increase the amount of affordable housing in new private developments**
- **continue to work with local Housing Associations to provide as much general needs and specialised needs accommodation as is possible under current Government rules, using all the funds received from right-to-buy sales to support this programme**
- **work with parish and town councils, landowners and Housing Associations to identify further parcels of land for development of affordable housing, if necessary on the basis of ‘exception’ to the general planning policies**
- **continue to devote as much funding as possible towards maintaining support for private sector housing, in particular via our very successful Care and Repair grants**
- **continue to implement the ‘Affordable Warmth’ scheme, which enables us to help those most disadvantaged while at the same time contributing to energy efficiency and reducing adverse effects on the global environment.**



We fully realise that rural deprivation exists, even in ‘wealthy’ South Norfolk, and we will do all we can to help eradicate that deprivation. Unfortunately, Rural Foyers have not proved to be a viable option for helping our young people in need of supported housing. We will:

- **actively seek other ways of filling this gap**
- **work closely with the Norfolk Youth and Community Service and the voluntary sector to try to achieve this.**

We are well aware of the problems caused by poor or non-existent public transport and what a large proportion of disposable income is spent, by those who can least afford it, on maintaining a car, which can hardly be classed as a luxury in our rural area. We will:



- **continue to work with local communities to help them take full advantage of transport grants currently available from Central Government**
- **encourage dial-a-ride schemes, small community bus schemes, car share and walk-to-school initiatives.**

We feel that many neighbour disputes could be settled by using skilled mediators, leading to speedier resolution and saving the time and money of everyone concerned. We will:

- **work towards setting up a mediation service that would be available to all residents.**

We have established an equalities group at the Council whose brief it is to ensure that everyone in South Norfolk is treated fairly and has equal access to all our services.



Liberal Democrats will work to ensure that:

- **no one is discriminated against on account of his or her race, gender, disability, age or sexual orientation or for any other reason**
- **staff and Councillors are trained and action is taken when any complaints of discrimination are made.**

Culture and Learning

We have worked hard to fulfil the pledges made in our manifesto in 1999 and in the next four years we will build on these foundations. We cannot do this alone, so we shall be seeking the views of and working with local people and others to continue to improve and widen leisure opportunities in South Norfolk. While we intend to continue our previous activities, we have innovative new plans too. The Community Plan will guide us in our approach. We have developed a Cultural Strategy and we will implement the projects outlined there.



We recognise that the quality of life that can be enjoyed in the District is dependent on a whole range of factors, not the least of which are the opportunities for recreation, sport, the arts and social activities in local communities.

A Liberal Democrat-controlled council will:

- **maximise scarce resources through the Project Support Scheme, helping local groups, not only with grants, but also with help and advice to enable them to access other sources of funding**
- **continue to facilitate access to funding for upgrading Village Halls to improve their use by people with disabilities**
- **help young people and those less well-off to access our facilities through the Passport to Leisure scheme**
- **negotiate reciprocal agreements with neighbouring authorities for Passport to Leisure use**



for people and communities

- **continue to assist the development of Whitlingham Country Park to provide a prime venue for water sports**
- **promote the development of water-based sports in other parts of the District**
- **continue to improve sports facilities throughout the District through upgrading our Leisure Centres and providing grants to others**
- **work with Creative Arts East and other partners to provide all types of arts events**
- **implement the second and third years of the Southern Broads Cultural Initiative, with concerts, photographic exhibitions, touring cinema, map-making, stargazing and many other activities**
- **continue to offer help and advice in the planning of local events, and further develop the ‘profit sharing’ scheme.**



We recognise the importance of exercise for good health, so we will:

- **continue to promote the GP referral scheme at our Leisure Centres and work with groups for the elderly to improve their access to leisure facilities**
- **work to open up the countryside for walking, cycling and riding.**



Major benefits of living in South Norfolk include the attractiveness of its countryside and rural landscape, the richness of its plant and animal life, the wealth of historical sites and buildings and the opportunities that these should represent for recreation.

A Liberal Democrat controlled council will:

- **work with landowners and others to maximise land available for public access through such as the ‘permitted countryside access’ scheme**
- **rationalise the management of our amenity areas, commons and other leisure land, and encourage Parish Councils or other local bodies to look after land in their own neighbourhood**
- **further develop the availability of walks, bridleways and cycle route leaflets**
- **encourage bio-diversity by working with English Nature and the Norfolk Wildlife Trust on the Claylands project to promote and develop land for conservation and public enjoyment**
- **help to develop an educational centre at Caistor Roman Town and enhance the visitor experience there**
- **provide at least one opportunity for young people to have ‘hands-on’ experience of archaeological excavation**

- **assist in the development of the National Advertising Archive at Raveningham.**

We are aware that leisure activities for young people are under-provided and that availability of transport often means that young people in rural areas find it difficult and costly to get to those that are available.

A Liberal Democrat-controlled council will:

- **continue to work with Parish Councils and the Youth and Community Service to address this problem**
- **work with schools to enhance and expand their facilities, both for the children and for community use**
- **expand holiday play schemes, with the emphasis on training workers who can run schemes in their own communities.**

With the shift in emphasis from a producing and manufacturing economy to a service one, and an accelerating rate of technological change, we all accept that the days are long gone when education could be said to end in one's teens. Liberal Democrats have a deep-seated philosophical attachment to self-development and have warmly embraced the concept of life-long learning.



A Liberal-Democrat controlled council will work to maximise the Community Learning opportunities in South Norfolk by:

- **helping to provide a Learning Centre in Loddon**
- **re-launching the Diss Learning Partnership**
- **creating a Learning Partnership in Harleston.**



Safeguarding the Environment

Liberal Democrats take seriously our responsibility, in partnership with others, for the environment of South Norfolk. We aim to be good managers of resources and careful stewards of our very attractive countryside, villages and towns. We believe in the principles of sustainability. At the heart of this is the philosophy of Agenda 21 – that individual and local

action can have a major effect on national and global environmental problems. We therefore consider the environment and sustainability in all that we do.

The principal aims for a Liberal Democrat-controlled council during the next four years will be to:

- **increase public awareness and support for environmental issues, putting sustainable development at the centre of all decisions that we and our partner bodies make, and make sure that this applies to all areas of Council responsibilities**
- **increase rates of recycling to at least 30% by 2005/6, by the most economical means. Results from the pilot project in Mulbarton and Bracon Ash have been encouraging, so we will now roll the new system out to the whole District**
- **support the establishment of local community-based bulk composting schemes, to help address the problems associated with biodegradable waste and its disposal**
- **work through the Norfolk Waste Partnership to promote the concept of Zero Waste within the county**
- **monitor development to see that it accords with our land use plan, thus supporting the use of previously developed land in the Norwich area and limiting the take of greenfield sites for development in South Norfolk. This will protect the quality of our countryside, and minimise the need for private car use**
- **support the development of integrated and sustainable transport systems. We will seek to increase the choice of travel options through the planning system. We will also support moped loan and community transport initiatives.**
- **take the lead in implementing local flood alleviation schemes, such as that at Shelfhanger, while also helping to review groundwater resources**
- **work towards establishing a common planning framework for the Norwich area.**



In order to achieve these aims, we will:

- **start work on a new land use plan for the District up to 2011 and will make this shorter and more easily accessible to the public**
- **continue to use the planning system to derive community benefits, including affordable housing and developer contributions to schools, village halls, education facilities, etc.**
- **encourage and support local communities in undertaking village design statements, landscape surveys and parish appraisals.**



Where appropriate, we will adopt or integrate the findings of these studies into the Local Plan

- through a body such as our Environmental Liaison Group, continue to work with environmental groups, business and individual residents
- continue to hold local meetings to decide on planning applications, giving the public the right to speak
- continue to ensure that Sites of Special Scientific Interest (SSSIs) etc. are protected from damage by development, make sure that County Wildlife Sites are maintained (via Parishes and/or landowners) and aim to protect roadside verges and to work with the County Council on the identification and protection of existing Roadside Nature Reserves and the creation of others
- protect important, threatened trees and hedges in the District by use of Tree Preservation Orders and the Hedgerow Regulations
- encourage new planting and the continuing maintenance of trees and hedges
- promote the use of Design Guides and encourage high-quality building designs, layouts and landscaping
- encourage the construction of more environmentally friendly houses through full energy conservation measures in all new building, and where appropriate, encouraging more innovative measures such as solar power, greywater recycling, and combined heat and power schemes
- work with other local authorities and environmental and climatic experts to investigate and minimise the impact of climate changes on the residents of Norfolk
- encourage the provision of water butts for all new housing and investigate providing water butts at reduced prices to householders (as with compost bins)
- review our street cleansing and litter collection services to ensure they meet local community needs.



The Economy

The economy of South Norfolk exhibits a mixture of good and bad features. Currently unemployment (at less than 3%) is low; 95% of South Norfolk businesses employ less than 25 people, giving valuable resilience against the effects of recession or adverse decisions by single large organisations.

On the other hand, wage rates are low, at some 87% of the national average, there is an over representation of businesses in declining market



sectors and the current crisis in the rural economy and actions by government suggest that the effects on local shops and other services in non urban parts of the District could be severe.

At the strategic level, therefore, a Liberal Democrat-controlled council will:

- **continue to play an active role as a partner in Shaping the Future, the economic development strategy for Norfolk**
- **take full advantage of the process of developing the local plan 2006–2011 to ensure that innovative policies that address the needs of business are included.**



One of the most significant clusters of economic activity in the District, which is of regional and indeed international importance, is the Norwich Research Park (NRP). NRP has the largest single concentration of biological research scientists in western Europe. With exciting developments at NRP itself (for example, the new District general hospital, the Norwich Bio-incubator at the John Innes Institute) and adjoining it at the University (the formation of the medical, pharmacy and nursing and midwifery schools and the possibility of a specialist cardiac unit) the NRP is ideally positioned to provide accommodation for future businesses. These could be as spin-offs from existing activities or attracted to the area because of the growing wealth of expertise. It is vital that this potential is nurtured and that conditions for growth are provided.

To this end, a Liberal Democrat controlled council will:

- **investigate with others the opportunities for safeguarding future development by ensuring availability of land for expansion**
- **maintain pressure on other agencies (whether planners, providers or sources of funds) to ensure that the present and future infrastructural needs of NRP (roads, public transport, broadband availability, communications) are adequately provided for.**

It is vital also that we continue to support and encourage business growth throughout the District and that this is focussed specifically where it could and should help to make a difference.

Under our control, South Norfolk Council will:

- **maintain a range of business support measures, involving grants and loans, together with advice delivered by partner agencies to assist and encourage new business start-ups and business survival**

- **target businesses that**
 - * **are providers of quality jobs**
 - * **are in those sectors that are identified as under represented in South Norfolk, under Shaping the Future**
 - * **offer other, less tangible, benefits in terms of services to local communities and to social cohesion**
 - * **are in the tourism sector.**

It is no understatement to say that the rural economy is in crisis. Some of the reasons for this are global (for example, world food commodity prices) others stem from unforeseen events that have hit agriculture and tourism particularly hard (the foot and mouth crisis, for example). Others result from decisions of our own government (such as Britain's failure to join the Euro and the planned transfer of benefits payments to automated credit transfer which may yet have significant adverse effects on rural post offices). One encouraging feature of government thinking, following their Rural White Paper, is the recognition of market towns as key rural service centres. With the help and support of this council, two of our market towns (Diss and Harleston) have won limited funding under the Market Towns Initiative and, again with support from South Norfolk Council, have established local Development Partnerships. They join the existing Development Partnership in Wymondham while a fourth in the Loddon/Chedgrave area is underway. As Liberal Democrats we instinctively support grassroots activity of this nature that allows and encourages local people to affect the economic and social fabric of their own communities.

Under Liberal Democrat control, the Council will:

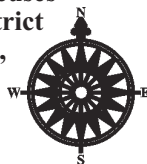
- **encourage, support and sustain local Development Partnerships in market towns in the District**
- **institute an annual conference/workshop for local Development Partnerships, Town and Parish Councils, local Tourism Forums and others active in the community where information and best practice can be exchanged**
- **implement twice yearly meetings with local representatives in each town, involving the Cabinet portfolio holder and relevant SNC officers under the leadership of the Chief Officer Area Champion to address issues affecting the individual town in a joined-up fashion and to allow these to be fed into the council's other activities, e.g., the local plan.**

Tourism is worth around £90 million per annum to the District's economy. With more focussed activity involving the council, partner organisations and local communities, we are confident that this income can be

substantially increased and, given the rural nature of our tourism ‘product’ this should yield considerable benefit to our hard-pressed rural communities. The trick will be to ensure that tourism is promoted in such a way that it does not change the character of the District, which is valued by visitors and residents alike.

Under Liberal Democrat control, the council will:

- **complete and implement a new Tourism Strategy that focuses activity on distributed, sustainable tourism across the District and that plays to our strengths (namely countryside, heritage, market towns, outdoor activities) and involves local people and communities**
- **work with accommodation providers and other businesses on ways of extending the tourism season**
- **ensure that local tourism businesses are fully aware of, and are encouraged to make use of, the business support available from the council and its partners**
- **work with others to develop or influence policies for signing visitor destinations and rural businesses**
- **assist in the development of potentially significant visitor destinations such as Caistor Roman Town, Whitlingham Country Park, the Southern Broads and the History of Advertising Trust**
- **support the Broads National Park in lobbying for additional central funding to maintain navigation of the rivers and broads.**



In the modern era of advanced information and communications technology, knowledge-based businesses are not location-specific; they can be located wherever there is appropriate ICT infrastructure. In many ways, such businesses are ideal candidates for rural areas and can offer an increased choice of quality employment while contributing substantially to the stressed rural economy. Outside the cities, East Anglia suffers from a lack of the necessary infrastructure. A Liberal Democrat controlled council will:



- **continue to act as advocates for broadband provision in rural areas and exert pressure on broadband providers and government**
- **work with others (e.g., local Development Partnerships, East of England Development Agency, East of England Telematics Trust etc.) for innovative solutions to broadband provision where cable solutions are not appropriate.**

Traditionally, South Norfolk has received little additional funding from government and the European Union, principally because though we have

areas of deprivation these tend not to show on the statistical measures used. Nonetheless, we have had sufficient success in winning funding for the District (£3 million for the LEADER+ programme alone) to vindicate our decision to employ a Partnership and Funding Officer in the Economic Development Unit, whose role is both to keep aware of funding opportunities and to help obtain funds for the council and for local organisations.



Under Liberal Democrat control, the council will:

- **continue to press South Norfolk's case for Rural Priority Area status in the current review**
- **continue to act as a source of advice and assistance to local councils, Development Partnerships and other groups to enable them to attract funding from external sources**
- **within the LEADER+ area, actively promote the scheme to local councils, Development Partnerships and other groups to ensure that as much of the available funding as possible goes to benefit South Norfolk communities.**

We recognise that the use of the car will continue but that a holistic approach to parking in the market towns is necessary and to that end we will:

- **investigate the feasibility of South Norfolk Council taking responsibility for on-street parking.**

Working in Partnership

South Norfolk Council already has a very good reputation for working in partnership with others to improve the quality of life for its residents. Under Liberal Democrat control the council will continue to develop this by:



- **supporting appropriate activities at a county, sub-regional and regional level to ensure that South Norfolk's interests are fully recognised and protected**
- **further developing the work of the South Norfolk Alliance to review and roll forward the District's Community Plan and ensure that all public bodies serving South Norfolk work closely together to deliver the partnership's agreed vision**

for people and communities

- **actively seeking to form new working partnerships that will contribute towards the Council's objectives.**

We recognise the very important role played by the town and parish councils in the District. We will:

- **strive to further develop South Norfolk Council's close working relationships with these bodies.**

Running the Council

These themes will be individually pursued, but it is important that we also relate them to each other since some could be conflicting. For example economic development could run the risk of degrading the District's environmental assets. So, we will:

- **integrate all the above areas of activity, and in particular will merge our Local Agenda 21 strategy with our Community Plan to produce a socially, economically and environmentally sustainable Community Plan for the District.**

Under the current Labour government local government has undergone significant change and this continues.

- **In every case we will attempt to influence changes before they are forced upon us and then try to minimise any damage they cause to South Norfolk.**



We recognise the problems caused by the continuing decline of electoral turnouts and the increasing disengagement of the general public from the political process. We consider that government has not yet addressed the root cause of this, namely that individuals and communities have insufficient influence in their own localities. Liberal Democrats will:

- **continue to campaign at every opportunity for the introduction of a fair system of proportional representation for local authorities using the single transferable vote (STV) process.**

Modern technology has much to offer in terms of improving efficiency and in allowing residents to undertake their business with the Council at a time that suits them. While we will continue to be mindful of the need to maintain existing means of contact, a Liberal Democrat controlled Council will:

- **look to introduce new IT systems where these will improve services and consequently the lives of South Norfolk residents.**



We have already undertaken reorganisation of the political structure of the Council. To provide greater accountability, improve service delivery and cut bureaucracy, we will:

- **continue our work in restructuring senior management, reducing people at the top, giving managers the power to control their own budgets, deliver services and manage their departments**
- **reorganise the council's Corporate Policy Unit within the new Corporate Affairs section**
- **provide value-for-money in the council's workforce.**

The council has set high standards both for its staff and its councillors, bringing in voluntary codes of conduct ahead of government requirements.

A Liberal Democrat controlled council will:

- **retain these high standards and seek other ways to maintain the public's confidence in its elected representatives and the democratic process.**

Proceeds of sale of any of the council's assets represent capital for investment on behalf of the residents of the District and must be dealt with responsibly. Whether these receipts arise from individual houses, small parcels of land, or land for larger-scale development, we will:

- **look to use such funds for community development and assisting businesses and employment.**

South Norfolk Council owns considerable physical assets in the form of land and buildings. Under Liberal Democrat control, the council will:

- **be a good landlord for businesses**
- **maintain its commercial property to a good standard**
- **provide starter units to help new businesses**
- **continue to manage the council's property in a responsible manner.**

While we recognise that we may have to continue using our financial reserves to carry out some of the new duties placed on us, such as meeting recycling targets, we will:

- **maintain adequate reserves to meet unforeseen circumstances.**



Bearing in mind the need to carry out, year-on-year, new tasks and duties placed on us by the government, we will:

- **keep the council tax as low as practically possible, through sound financial control and by prudent use of our reserves**
- **seek to use the freedom of the new Prudential Capital system to maintain a sustainable capital programme.**

for people and communities

The council enjoys a high public satisfaction levels for its services. We will:

- **continue to provide value for money in providing our high quality services.**

The trend for money to be made available outside local government structures rather than direct to councils has resulted in a change to our traditional role as providers towards that of enabling other organisations to obtain funding. We will:

- **continue to employ specialist staff whose main job will be to bring in funds from outside sources, including Europe**
- **seek to invest funds in projects that will generate matching funds from elsewhere.**

South Norfolk House is a significant building, not only in terms of its size but also in its potential as a model of sustainability in the way it is run. We have already introduced water savings, heat from the ground and wind generated power. We will:

- **continue to operate this building in an environmentally responsible way.**

We will continue to campaign for a radical overhaul of local government finance and for the introduction of a system that will:

- **allow local authorities to raise the bulk of their funds through a system of Local Income Tax that takes account of people's ability to pay (with a corresponding reduction in national taxation).**



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LIBERAL DEMOCRATS**

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