

# Cabinet

Date: **Monday 4 September 2023**

Time: **10 am**

Venue: **Council Chamber, County Hall, Martineau Lane,  
Norwich NR1 2DH**

## Membership

Cllr Kay Mason Billig	Chair. Leader and Cabinet Member for Strategy and Governance
Cllr Andrew Jamieson	Vice-Chair. Deputy Leader and Cabinet Member for Finance
Cllr Bill Borrett	Cabinet Member for Public Health and Wellbeing
Cllr Penny Carpenter	Cabinet Member for Children's Services
Cllr Margaret Dewsbury	Cabinet Member for Communities and Partnerships
Cllr Fabian Eagle	Cabinet Member for Economic Growth
Cllr Jane James	Cabinet Member for Corporate Services and Innovation
Cllr Graham Plant	Cabinet Member for Highways, Infrastructure and Transport
Cllr Alison Thomas	Cabinet Member for Adult Social Care
Cllr Eric Vardy	Cabinet Member for Environment and Waste

## Advice for members of the public:

This meeting will be held in public and in person.

It will be live streamed on YouTube and members of the public may watch remotely by clicking on the following link: [Norfolk County Council YouTube](#)

We also welcome attendance in person, but public seating is limited, so if you wish to attend please indicate in advance by emailing [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

Current practice for respiratory infections requests that we still ask everyone attending to maintain good hand and respiratory hygiene and, at times of high prevalence and in busy areas, please consider wearing a face covering.

Please stay at home if you are unwell, have tested positive for COVID 19, have symptoms of a respiratory infection or if you are a close contact of a positive COVID 19 case. This will help make the event safe for attendees and limit the transmission of respiratory infections including COVID-19.

## A g e n d a

### 1 To receive any apologies.

### 2 Minutes

To confirm the minutes from the Cabinet Meeting held on 7 August 2023

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### 3 Members to Declare any Interests

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
  - Exercising functions of a public nature.
  - Directed to charitable purposes; or
  - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

If that is the case then you must declare such an interest but can speak and vote on the matter.

### 4 Matters referred to Cabinet by the Scrutiny Committee, Select Committees or by full Council.

### 5 Updates from the Chairman/Cabinet Members

### 6 Public Question Time

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)) by

5pm on Tuesday 29 August 2023. For guidance on submitting a public question, please follow this link: [Ask a question to a committee - Norfolk County Council](#)

Any public questions received by the deadline and the responses will be published on the website from 9.30am on the day of the meeting and can be viewed by clicking this link once uploaded: [Click here to view public questions and responses](#)

## **7 Local Member Issues/Questions**

Fifteen minutes for local member to raise issues of concern of which due notice has been given. Please note that all questions must be received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)) by 5pm on Tuesday 29 August 2023.

## **8 Strategic Tourism: Supporting Visit East of England's Local Visitor Economy Partnership application Page 32**

Report by the Interim Executive Director of Community and Environmental Services

## **9 Modern Slavery Statement 2022-23 Page 41**

Report by the Chief Executive Officer

## **10 West Winch Housing Access Road – Project Update Page 64**

Report by the Interim Executive Director of Community and Environmental Services

## **11 Disposal, acquisition and exploitation of property: West Winch Landowner Collaboration Agreement Page 211**

Report by the Interim Executive Director of Community and Environmental Services

## **12 Finance Monitoring Report 2023-24 P4: July 2023 Page 218**

Report by the Director of Strategic Finance

**Please note:** a general exception to 28 days' notice has been published to accompany this report related to recommendations surrounding "NHS Norfolk and Waveney Integrated Care Board (ICB) and Norfolk County Council receivables and payables outstanding balances resolution arrangement".

This notice can be viewed on the following webpage by clicking on the link "general exception to 28 days notice":

[Leader of the Council and Cabinet - Norfolk County Council](#)

### **13 Reports of the Cabinet Member and Officer Delegated Decisions made since the last Cabinet meeting:**

To note the delegated decisions made since the last Cabinet meeting.

#### **Decision by the Cabinet Member for Corporate Services and Innovation**

- [Leasehold Disposal of Great Yarmouth Vauxhall Sidings \(6009/154\)](#)

### **14 Exclusion of the Public**

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

Cabinet will be presented with the conclusions of the public interest test carried out by the report author and is recommended to confirm the exclusion.

### **15 Disposal, Acquisition & Exploitation of Property: Exempt Appendix**

Tom McCabe  
Chief Executive  
Norfolk County Council  
County Hall  
Martineau Lane  
Norwich  
NR1 2DH

Date Agenda Published: 24 August 2023



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**Cabinet**  
**Minutes of the Meeting held on Monday 7 August 2023**  
**in the Council Chamber, County Hall, at 10am**

**Present:**

Cllr Kay Mason Billig	Chair. Leader and Cabinet Member for Strategy and Governance
Cllr Andrew Jamieson	Vice-Chair. Deputy Leader and Cabinet Member for Finance
Cllr Penny Carpenter	Cabinet Member for Children's Services
Cllr Margaret Dewsbury	Cabinet Member for Communities and Partnerships
Cllr Fabian Eagle	Cabinet Member for Growing the Economy
Cllr Alison Thomas	Cabinet Member for Adult Social Care
Cllr Eric Vardy	Cabinet Member for Environment and Waste

**Deputy Cabinet Members Present**

Cllr Greg Peck	Deputy Cabinet Member for Finance
Cllr Shelagh Gurney	Deputy Cabinet Member for Adult Social Care

**Executive Directors Present:**

Harvey Bullen	Director of Strategic Finance
Debbie Bartlett	Interim Executive Director of Adult Social Services
Grahame Bygrave	Interim Executive Director of Community and Environmental Services
Paul Cracknell	Executive Director of Transformation and Strategy
Kat Hulatt	Assistant Director of Legal Services
Tom McCabe	Chief Executive
Sara Tough	Executive Director of Children's Services

Also present were the Director of Norfolk Fire and Rescue Service and the Police and Crime Commissioner for Norfolk.

**1 Apologies for Absence**

- 1.1 Apologies were received from the Cabinet Member for Public Health and Wellbeing, the Cabinet Member for Corporate Services and Innovation, the Cabinet Member for Highways, Infrastructure and Transport and the Deputy Cabinet Member for Children's Services. Also absent was the Deputy Cabinet Member for Highways, Infrastructure and Transport.

**2 Minutes from the meeting held on 3 July 2023**

- 2.1 Cabinet agreed the minutes of the meeting held on 3 July 2023 as an accurate record.

**3 Declaration of Interests**

- 3.1 None declared.

**4 Matters referred to Cabinet by the Scrutiny Committee, Select Committees or by full Council.**

4.1 No matters were referred.

## **5 Update from the Chair/Cabinet Members**

5.1 The Cabinet Member for Economic Growth updated Cabinet that last month he had attended a meeting with representatives from Lviv Greater Region in Ukraine to create a Memorandum of Understanding of cultural and economic union. The Cabinet Member for Economic Growth noted that Lviv were continuing with industries and economic activities despite recent attacks on the city. The Council had extended an invitation for the representatives from Lviv Greater Region to visit Norfolk, and representatives of Norfolk County Council had been invited to visit Lviv.

5.2 The Chair was pleased that the Council had good connections with Ukraine and asked for the Cabinet Member for Economic Growth to send them her good wishes.

## **6. Public Question Time**

6.1 The questions received are published in appendix A to these minutes.

## **7 Local Member Questions/Issues**

7.1 The questions received are published in appendix B to these minutes.

## **8. Hunstanton Independent Living**

8.1.1 Cabinet received the report summarising the business case for approving £2,958,500 capital funding from the existing Independent Living capital programme to Places for People Living Plus to support the development and secure nomination rights for NCC for 61 apartments in a new Independent Living scheme for older people in Hunstanton, King's Lynn and West Norfolk district.

8.1.2 The Cabinet Member for Adult Social Care introduced the report to Cabinet:

- This report showed continued drive and aspiration of the Council to deliver independent living in Norfolk. In 2018 approval was given by Council to establish a dedicated programme to facilitate the development of Independent Living in Norfolk and agreement to fund capital investment up to £29m over the life of the programme.
- Two Independent Living sites had been opened in Fakenham and Acle, and there were two further sites being planned in Stalham and Harleston.
- In 2017/18, this project was the vision of Cllr Cliff Jordan, the then Leader of the Council, and it was positive to see his vision being delivered.
- The Cabinet Member for Adult Social Care thanked the Cabinet Member for Public Health and Wellbeing for the work he had put into this project and the officers who had been involved.
- The site at Harleston would give 61 units for independent living, giving people with care needs choice; allowing them to move into a home of their own, while providing them with care available on site.
- The Cabinet Member for Adult Social Care had visited Swallowtail Place in Acle which was a thriving community.
- The Cabinet Member for Adult Social Care moved the recommendations as set out in the report.

- 8.2 The Deputy Cabinet Member for Adult Social Care hoped that more schemes like this could be delivered, funding dependent, noting that they gave people independence and support to maintain a good lifestyle for as long as possible.
- 8.3 The Vice-Chairman welcomed this scheme which meant that now 285 units would be delivered or were allocated to be delivered by the Council. Norfolk County Council would not deliver all of the met need in the county, however, 10% was now being produced. A further £20m was available to facilitate the council's schemes in this area. Independent living was a popular way to deliver care as well as better value for residents, with this scheme in particular saving £340,000 per year.
- 8.4 The Cabinet Member for Environment and Waste noted that it was positive that there was an alternative choice for people requiring support or care.
- 8.5 The Chair had visited Swallowtail Court in Acle which she described as an amazing facility with a great cafeteria, mother and toddler groups and open to the community. The staff were enthusiastic about the approach provided which gave a gradual introduction to care. The Chair thanked Cllr Cliff Jordan for this legacy, which would serve the people of Norfolk into the future.
- 8.6 Cabinet **RESOLVED**:
- a) To approve £2,958,500 of capital contribution funding from the existing £29m Independent Living capital programme to Places for People Living Plus to support the development and secure nominations rights for 61 apartments in a new Independent Living scheme for older people in Hunstanton, King's Lynn and West Norfolk
  - b) To approve an exemption under paragraph 10(a)(iii) of contract standing orders
  - c) To delegate the responsibility to the Director of Commissioning to complete the relevant contract(s) with Places for People Living Plus

## 8.7 **Evidence and Reasons for Decision**

Please see section 4 of the report.

## 8.8 **Alternative Options**

The decision on this paper is to proceed or not with the development.

## 9. **Norfolk Fire and Rescue Service Statement of Assurance 2022/23**

- 9.1.1 Cabinet received the draft Norfolk Fire and Rescue Statement of Assurance for 2022-23.
- 9.1.2 The Cabinet Member for Communities and Partnerships introduced the report to Cabinet:
- This was the annual report on the work of Norfolk Fire and Rescue Service.
  - Fire and Rescue authorities were required to be accountable for their performance and should be open to evaluation by the communities they

serve. Performance information should be accessible, robust, and fit-for-purpose, accurately reporting on effectiveness and value for money.

- One principle aim of the Statement of Assurance was for it to be an accessible way for communities, Government, local authorities and other partners to make a valid assessment of their local fire and rescue authority's performance.
- Norfolk Fire and Rescue Service had 42 fire stations, of which 33 were run by on-call fire fighters, 3 were full time stations and the remainder were a mixture of the two.
- A variety of vehicles were available across the County to support incidents including wildfires, flooding, road traffic accidents and water rescues, among others.
- Norfolk Fire and Rescue Service assisted other services in emergencies and were assisted by other emergency services in responding to incidents.
- The information provided in the Statement of Assurance was accessible and user-friendly and where information was provided in existing documents, links to these documents were provided.
- The annual statement was required to provide assurances on the financial, governance and operational matters for the previous year, and show how the service had due regard to the expectations set out in their Community Risk Management and the requirements included in the Fire and Rescue National Framework 2018.

- 9.3 The Police and Crime Commissioner for Norfolk welcomed this report. He was consulted during the preparation of this report, which reflected the strengthening relationship and strategic alignment between the services.
- 9.4 The Cabinet Member for Environment and Waste spoke about the fires experienced in the 2022 heatwave and the work of Norfolk Fire and Rescue Service to handle these incidents. He noted that the Service worked effectively and efficiently to handle incidents and felt it was important to support their work.
- 9.5 The Cabinet Member for Economic Growth commended the work of the fire service teams at the fire in Ashill in 2022. The Cabinet Member for Economic Growth also noted that all residents had a role to play in preventing emergencies and fire risk.
- 9.6 The Cabinet Member for Adult Social Care recognised the hard work of all fire staff including full time and on-call fire fighters, and the businesses who supported them to provide this role.
- 9.7 The Deputy Cabinet Member for Adult Social Care spoke about the fire in Horsham St Faith the previous evening and thanked the work of the teams at this incident.
- 9.8 The Chair had attended Dereham fire station with George Freeman MP. Here she saw photos of the Ashill fire, which highlighted the risks of Norfolk as an agricultural county and the urban search and rescue team at Dereham, which was a vital service. The Chair welcomed the Annual Statement of Assurance.
- 9.9 Cabinet **RESOLVED** to:

1. Note the assurances that financial, governance and operational management of Norfolk Fire and Rescue Service meet statutory requirements.
2. Consider and approve the Norfolk Fire and Rescue Service Statement of Assurance 2022/23. (Appendix A of the report).

#### 9.10 **Evidence and Reasons for Decision**

Publishing an annual Statement of Assurance is a legal requirement. The Fire Authority agrees on the format and content.

#### 9.11 **Alternative Options**

Publishing this document is a legal requirement, so there is no alternative.

### 10. **Norfolk Fire and Rescue Service – HMICFRS (His Majesty's Inspectorate of Constabulary and Fire & Rescue Services) Improvement Plan Update**

10.1.1 Cabinet received the report providing an update on the progress of Norfolk Fire and Rescue Service in addressing the elements of the previous HMICFRS (His Majesty's Inspectorate of Constabulary and Fire & Rescue Services) inspection, where it was rated as "Requires Improvement" across three key areas, with a cause for concern around prevention activities.

10.1.2 The Cabinet Member for Communities and Partnerships introduced the report to Cabinet:

- Since the last update to Cabinet in September 2022, Norfolk Fire and Rescue Service had made good progress on its improvement journey despite difficult national and local circumstances.
- The ability of Norfolk Fire and Rescue Service to respond to incidents nationally and locally was strong however the overall position of the service at the last inspection was "Requires Improvement" with a "Cause for Concern" around prevention activity. This was because during and after the Covid-19 pandemic, the service did few home safety visits as they felt it was not safe to visit homes during this time.
- These findings were disappointing but provided a focus for improvement.
- The inspectors noted that the "inspection team was pleased to see that the service had taken steps to address the cause of concern. We recognise the considerable work that has been carried out to support these improvements. The service is making prevention a high priority"
- The new Chief Fire Officer was now fully embedded within the service and appointments made at senior levels to ensure a robust and capable leadership approach for Norfolk Fire and Rescue Service. The Strategic Development Oversight Group scrutinised plans, joint agency reviews took place after fatal fire incidents and staff received training to ensure they understood how to safeguard vulnerable people and had capacity to address wellbeing issues and implement the recommendations of the inspection.
- Resource had been allocated to workforce planning, particularly focussed on ethics and diversity.
- The Community Risk Management Plan (2023-2026) was agreed at Full Council in March 2023.
- The next inspection of Norfolk Fire and Rescue Service would take place

starting on the 11 September over 7 weeks.

- The Cabinet Member for Communities and Partnerships moved the recommendations as set out in the report.

10.3

The Police and Crime Commissioner for Norfolk noted the importance of good leadership across the organisation from the top to the bottom. Co-location of Norfolk Fire and Rescue Service and Norfolk Police was key to supporting this.

10.4

The Cabinet Member for Children's Services noted page 111 3.2.2 which stated that "The Prevention team were successful in continuing early work and securing the "Partnership of the Year" award from the Asian Fire Service Association. This award recognised collaborative working with Norfolk County Council's Adult Learning team to provide innovative joint work to reduce fire risk and improve safety for people newly arrived in Norfolk from abroad who do not speak or write English. NFRS's community risk management plan (CRMP) identifies that people newly arrived in Norfolk from abroad who have low literacy skills, are particularly vulnerable to the risk of fire and face considerable barriers to accessing fire safety information". The Cabinet Member for Children's Services recognised this positive piece of work and thanked the service for the work they were doing.

10.5

The Director of Norfolk Fire and Rescue Service was pleased with the work carried out by Norfolk Fire and Rescue Service to support its people, including cultural and wellbeing aspects, as the incidents they attended could be traumatic. This work was being shared nationally with other services.

10.6

The Chair thanked the Director of Norfolk Fire and Rescue Service for her work managing Norfolk Fire and Rescue Service and noted the improvements which were shown in the report.

10.7

Cabinet **RESOLVED** to:

1. Note the progress already made, and the further actions and priorities for the service
2. Adopt in full the recommendations outlined in the HMICFRS Values and Culture Spotlight report and task the Chief Fire Officer to implement these
3. Acknowledge the work already undertaken to strengthen the mental health and wellbeing approach of the service

10.8

### **Evidence and Reasons for Decision**

Please see section 4 of report

10.9

### **Alternative Options**

Cabinet may wish to amend or make additions to the plans set out in Appendices A and B of the report, or comment on the approach to mental health and wellbeing as set out in section 2.4 of the report.

11.

## **Finance Monitoring Report 2023-24 P3: June 2023**

11.1.1

Cabinet received the report giving a summary of the forecast financial position for the 2023-24 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2024, together with related financial information.

- 11.1.2 The Vice-Chairman introduced the report to Cabinet:
- At the close of the first quarter of 2023-24, a balanced position was being forecast for the year end.
  - Uncertainty remained in Children's Services and Adult Social Services however these demand led services expected to balance the demand led pressures with savings elsewhere.
  - An overspend in Community and Environmental Services caused by utility costs being higher than anticipated at budget setting would be offset within Finance by increased interest receivable.
  - Cabinet was asked to approve the addition of £15.536m to the capital programme. This was mostly from external sources, mainly from the Department for Education and the Department of Health.
  - From an ongoing review of the capital programme a further £29m had been reprofiled from 2023-24 to later years as shown in chart 1 on page 238 of the report.
  - It was the intention to cap Norfolk County Council additional borrowing at £50m per year in the medium term. Spending departments would review timing and cost of capital schemes so the programme would reflect a sustainable run rate consistent with previous years' delivery.
  - Table 3 in the report showed the forecast reserves and provisions held by departments as £146.804m. The specific provisions were shown at paragraph 4.11 of the report and totalled £32m of this.
  - Cash balances were similar to 2022-23. External debt at the end of June 2023 was £842.445m and forecast to be £894.3m at the end of the financial year however would likely be lower if less than the forecast £65m was borrowed following work of the capital review board.
  - Cabinet were also asked to appoint Cllr Greg Peck, the Deputy Cabinet Member for Finance, Cllr Jane James, the Cabinet Member for Corporate Services and Innovation, and Cllr Daniel Elmer as directors of Norse Bodies, Repton Properties Ltd and Hethel Innovation Ltd, as detailed in the report.
- 11.2 The Cabinet Member for Adult Social Care was pleased to note that a balanced budget was being predicted. The recommendation for use of capital receipts for the Adult Social Care Transformation Programme was positive, allowing this work to be carried forward effectively. Adult Social Services was one of the largest spenders in the Council, so this transformation would benefit the whole Council.
- 11.3 The Vice-Chair acknowledged the work of transformation in Adult Social Care. Ongoing savings in this area would provide a more effective service for the people of Norfolk.
- 11.4 Cabinet **RESOLVED**:
- 1.To approve the addition of **£15.536m** to the capital programme to address capital funding requirements funded mostly from various external sources as set out in detail in capital Appendix 3, paragraph 1.4 of the report as follows:
- £9.158m grant funding received for the Disabled Facilities Grant from the Department of Health
  - £1m recognition of flexible use of capital receipts to fund the Adult Social Care Transformation programme.
  - £5.861m Conditional Grant funding received from the Department of Education for Children's Services schemes in schools

- £0.696m additional S106 developer contributions for the Children's Services schemes
- (£0.466m) reduction in NCC Borrowing and other external funding for various completed Children's Services projects
- £0.538m increase in Museums external funding received from 3rd parties
- £0.118m increase in Libraries funded through NCC Borrowing following a swap of funding sources
- (£1.249m) adjustment to the Kings Lynn Library budget following an adjustment of funding sources and revised forecast
- (£0.120m) reduction in various other schemes

2. To note that the Council approved the addition of £43.495m to the P4 capital programme on 18 July 2023 for the following new schemes as set out in Capital Appendix 3, paragraph 4.2-4.3 of the report as follows:

- £26.795m King's Lynn Sustainable Transport and Regeneration Scheme (STARS) supported by £24.77m external funding and £2.025m NCC Borrowing as set out in Appendix 3 note 4.3 and approved by Cabinet on 3rd July 2023
- £16.7m Corporate Property Retrofitting Plan approved at the 5th June 2023 Cabinet meeting as set out in Appendix 3 note 4.2.

3. Subject to Cabinet approval of recommendation 1 and following Council approval of recommendation 2 to delegate:

- 2.1) To the Director of Procurement authority to undertake the necessary procurement processes including the determination of the minimum standards and selection criteria (if any) and the award criteria; to shortlist bidders; to make provisional award decisions (in consultation with the Chief Officer responsible for each scheme); to award contracts; to negotiate where the procurement procedure so permits; and to terminate award procedures if necessary.
- 2.2) To the Director of Property authority (notwithstanding the limits set out at 5.13.6 and 5.13.7 of Financial Regulations) to negotiate or tender for or otherwise acquire the required land to deliver the schemes (including temporary land required for delivery of the works) and to dispose of land so acquired that is no longer required upon completion of the scheme;
- 2.3) To each responsible chief officer authority to:
  - (in the case of two-stage design and build contracts) agree the price for the works upon completion of the design stage and direct that the works proceed; or alternatively direct that the works be recomputed
  - approve purchase orders, employer's instructions, compensation events or other contractual instructions necessary to effect changes in contracts that are necessitated by discoveries, unexpected ground conditions, planning conditions, requirements arising from detailed design or minor changes in scope
  - subject always to the forecast cost including works, land, fees and disbursements remaining within the agreed scheme or programme budget.

That the officers exercising the delegated authorities set out above shall do so in accordance with the council's Policy Framework, with the approach to Social Value in Procurement endorsed by Cabinet at its meeting of 6 July 2020, and with the approach set out in the paper entitled "Sourcing strategy for council services" approved by Policy & Resources Committee at its meeting of 16 July 2018.

4. To recognise the period 3 general fund forecast revenue **of a balanced position**, noting also that Executive Directors will take measures to reduce or eliminate potential over-spends where these occur within services;

5. To recognise the period 3 forecast of 99.5% savings delivery in 2023-24, noting also that Executive Directors will continue to take measures to mitigate potential savings shortfalls through alternative savings or underspends;

6. To note the forecast General Balances at 31 March 2024 of **£25.410m**.

7. To note the expenditure and funding of the revised current and future 2023-28 capital programmes including the significant reprofiling of £29.073m since May 2023 and the increase in the capital programmes of £15.536m.

8. To approve the appointment of directors to Norfolk County Council owned companies as set out in paragraph 2.2 of the report, as required by the Council's Financial Regulations.

## 11.5 **Evidence and Reasons for Decision**

Three appendices are attached to this report giving details of the forecast revenue and capital financial outturn positions:

Appendix 1 of the report summarises the revenue outturn position, including:

- Forecast over and under spends
- Changes to the approved budget
- Reserves
- Savings

Appendix 2 of the report summarises the key working capital position, including:

- Treasury management
- Payment performance and debt recovery.

Appendix 3 of the report summarises the capital outturn position, and includes:

- Current and future capital programmes
- Capital programme funding
- Income from property sales and other capital receipts.

Additional capital funds will enable services to invest in assets and infrastructure as described in Appendix 3 section 4 of the report.

## 11.6 **Alternative Options**

To deliver a balanced budget, no viable alternative options have been identified to the recommendations in this report. In terms of financing the proposed capital expenditure, no further grant or revenue funding has been identified to fund the expenditure, apart from the funding noted in Appendix 3 of the report.

## 12 **Reports of the Cabinet Member and Officer Delegated Decisions made since the last Cabinet meeting**

12.1 Cabinet **RESOLVED** to **note** the Delegated Decisions made since the last Cabinet meeting

The meeting ended at 10:38

**Chair of Cabinet**

**Cabinet**  
**7 August 2023**  
**Public & Local Member Questions**

<b>Public Question Time</b>	
6.1	<p><b>Question from Laura Buckland</b>  Norwich Printmaking Hub is a non profit organisation, running courses that provide income to artists and tutors, offers work experience to students and graduates and provides affordable traditional skills to the local community. These creative courses require specialist equipment and a space that is not just accessible but also fit for purpose so we can continue our services. Having already relocated to Wensum Lodge and searched for appropriate venues in Norwich we know how difficult it is to find affordable venues for workshops like ours, can you guarantee our business a future by providing an alternative venue, in Norwich, that is both affordable and fit for purpose?</p>
	<p><b>Response from the Cabinet Member for Communities and Partnerships</b>  I am very sorry that our decision to dispose of the site will affect Norwich Printmaking Hub and I can appreciate that this may not have been something that you were expecting.</p> <p>I am aware that your current lease was due to expire in February 2024 and we have sought to give you as much notice as possible about our plans. Our Adult Learning Team is carrying out work to identify and secure new locations for courses currently delivered at Wensum Lodge. The team would be happy to share information with you on the locations that they have considered to help you to identify a new location for your activities.</p>
	<p><b>Supplementary question from Laura Buckland</b>  Closing our studio for any period of time will greatly disrupt the running of our business, how will you compensate our freelance tutors who make a regular income from NPH?</p>
	<p><b>Response from the Cabinet Member for Communities and Partnerships</b>  This is something for you to consider as a business. As I have said above, we have given you as much notice as we can and our Adult Learning team will be happy to share information with you about the alternative locations they are considering.</p>
6.2	<p><b>Question from Tom Waterhouse</b>  The minutes from Cabinet on 5 June (Appendix A, 6.2) state “We [Norfolk County Council] are currently reviewing the evidence for, and potential benefits and disbenefits of low traffic neighbourhoods - based on experience and feedback from across the country.” What is the status of this review and how can outside organisations and the public submit evidence?</p>
	<p><b>Response from the Cabinet Member for Highways, Infrastructure and Transport</b>  No formal work has yet been started on this and we will wait to see if there is any new guidance to local authorities following the recent announcement from the Prime Minister that he has asked for a review of low traffic neighbourhoods in England.</p> <p>Our Local Transport Plan (LTP) sets out a range of strategic objectives that, if delivered, will improve the environment for walking, wheeling, cycling and for public transport so that everyone has a choice on how to travel. The development of any schemes in Norfolk to meet this objective will be done in consultation with local elected representatives, the local community and other local stakeholders.</p>

	<p><b>Question from Tom Waterhouse</b> Will the council be using the development funding it received from the Department for Transport (as part of the shortlisting to be a Zero Emission Transport City) to commission a high-level feasibility and initial scoping work around the delivery of LTNs across Norwich and if not, what will the funding be used for instead?</p>
	<p><b>Response from the Cabinet Member for Highways, Infrastructure and Transport</b> No, the funding will not be used for feasibility and initial scoping works around LTNs. The development funding received from the Department for Transport is being used to support feasibility work related to the development of an action plan for the Transport for Norwich Strategy, as well as supporting the production of local cycling and walking infrastructure plans for Norfolk. We have also commissioned some scoping work around the movement of freight in urban areas, such as the use of electric powered cargo bikes and freight consolidation, and we are working on a countywide survey aimed at understanding peoples travel needs and behaviours and attitudes to travelling on different modes.</p>
6.3	<p><b>Question from Keziah Philipps</b> British Council have said there are fewest creative hubs being identified in the East of England. Hubs make a difference in their communities in a multitude of ways, delivering social, cultural and economic value well aligned with the UN's Sustainable Development Goals of Good Health and Wellbeing. How will that deficit be replaced if Wensum Lodge is closed?</p> <p><a href="https://creativeconomy.britishcouncil.org/media/resources/Mapping_Creative_Hubs_In_England_.pdf">https://creativeconomy.britishcouncil.org/media/resources/Mapping_Creative_Hubs_In_England_.pdf</a></p>
	<p><b>Response from the Cabinet Member for Communities and Partnerships</b></p> <p>I appreciate the opportunity to respond on this important question. Whilst recognising that there is always more that can be done, Norfolk County Council has a strong track record in supporting creative practitioners and SMEs across the county.</p> <p>The East of England has one of the most successful creative universities in the UK – Norwich University of the Arts (NAU) – and Norfolk County Council works closely with NUA to ensure progression routes for graduates from the university.</p> <p>Norfolk delivered the largest number of activities in the UK as part of the national Creativity &amp; Wellbeing Week 2023, with a larger number of creative or cultural organisations participating than in London.</p> <p>The Norfolk Arts Forum, administered by Norfolk County Council, is one of the largest creative networks of its kind in the UK, with more than 1,500 members including cultural organisations and creative practitioners.</p> <p>Norfolk County Council also successfully delivered Start East, a major programme supporting the creative and cultural economy, funded by ERDF and Arts Council England funding. Whilst the main delivery has been completed, Norfolk Arts Service, the Council's arts development team, continue to support the network created and a range of legacy activities.</p>

**Supplementary question from Keziah Philipps**

Could the budget for the original creative hub idea at Wensum Lodge be used to either adapt it to make it more viable for use by other small businesses or community projects or open another council or community based project there, for example through use of Norwich Stuff Hubs or Neighbourhood Community Infrastructure Levy (NCIL) to set up a creative arts hub? If so please give us an explanation so that we can make a proposal.

<https://creativeeconomy.britishcouncil.org/media/resources/HubsReport.pdf>

**Response from the Cabinet Member for Corporate Services and Innovation**

As was recently reported at July's Scrutiny Committee, a 'Stage 1' cost report on the works needed to modernise stood in February 2020 at £23m, although this figure will have now increased given the recent significant inflation in the construction industry. This is far in excess of the capital that was identified for the Creative Hub.

However, the Council are happy to consider any proposals for the site.

**Cabinet  
7 August 2023  
Local Member Questions**

	<b>Member Question Time</b>
7.1	<p><b>Question from Cllr Paul Neale</b> Following on from a report into the 3 deaths at Cawston Park, Healthwatch Norfolk has done a report into overall provision of care for adults with learning disabilities and/or autism in Norfolk. One of their concerns was the high turnover of care staff and a shortage of suitable care placements. The wider adult care provision in Norfolk also has a high turnover of staff, difficulties in recruitment and placements. This must also be a cause for concern with our vulnerable group, so what measures are in place to make sure the high turnover of staff and difficulties in recruitment doesn't negatively affect safety for all our adults in care?</p> <p><b>Response from the Cabinet Member for Adult Social Services</b> Thank you for your question. The people that work in adult social care are critical to ensure the sustainability of our social care services. Over the last few years, like most employment sectors, social care has struggled to recruit adequate staff numbers and has seen higher vacancies than normal. However, vacancy levels are starting to decrease and locally some providers are reporting an improving position. However, there is no doubt that recruitment and retention has been particularly challenging as providers have struggled to afford to increase pay in line with some other sectors such as healthcare, hospitality and retail.</p> <p>As we reported to People Select Committee in July, we have extended our recruitment campaign, continued to support social care academies, provided retention workshops, and are working actively with the ICB and councils across the region to promote and support ethical international recruitment into the sector. We also recognise the particular challenges for care providers delivering learning disability and mental health services and we are exploring incentive options for recruitment and retention in these areas. Over the last three years the Council has worked with Suffolk County Council to deliver the Developing Skills in Health and Social Care programme, which has supported access to fully funded training across the sector. In addition to this the Norfolk County Council has worked in partnership with the ICB in offering specialist training in Positive Behaviour Support to all Learning Disability and Autism provision. This aligns to the increasing regulatory expectation from CQC from May 2022 for regulated Learning Disability and Autism provision.</p> <p>The Government has just announced additional Market Sustainability and Improvement funding to help support the adult social care workforce and increase capacity and we will be developing proposals to utilise this funding for Norfolk.</p> <p>In relation to the safe delivery of services, all providers will be working within their registration to deliver safe and appropriate care. Where providers contact the Council with concerns about safe staffing levels this will be followed up by teams, including the Integrated Quality Services, operational teams or safeguarding teams, as appropriate. Where there are concerns, the provision will be kept under review and where necessary measures taken to mitigate risks. Depending on the</p>

	<p>circumstances this could include placing restrictions on further admissions, additional visits, support and advice or additional community nursing provision.</p> <p><b>Question from Cllr Paul Neale</b> Food vouchers for children eligible for free school meals were introduced in 2021 at £240 per year. This was inadequate, as many families in poverty don't qualify, but with food inflation soaring exponentially since then means it has been devalued by over £50 in real terms. With inflation unlikely to be under control in the foreseeable future, what is the council planning to do to plug this gap and support these families?</p> <p><b>Response from the Cabinet Member for Children's Services</b> Over the last couple of years, we have used fully the additional Household Support Fund monies from central government to support individuals and families in Norfolk experiencing hardship, so that all households in the county can access hardship support, in a variety of ways, should they need it. As a result, our hardship programme has helped nearly 30,000 households in Norfolk since April this year and the current Household Support Fund is in place until March 2024. Last winter, over £5.37m (81%) of the additional household support funding the Council received was used to support households with children. Since April this year, £2.19m has been used to support households with children. This includes our cost-of-living voucher scheme for families with children eligible for free school meals, alongside wider financial support for families through the Norfolk Assistance Scheme. Through our Nourishing Norfolk work with partners, there are 19 community supermarkets, and this number will rise to 25 by the end of the summer, enabling families to purchase affordable and low-cost food. In addition to any support for children and families through our hardship programme, all children in reception, year 1 or year 2 are automatically entitled to free school meals. This is regardless of household income. Beyond these children able to access free school meals, the Council seeks to encourage every family who is currently entitled to means tested free school meals to access this support and as a result, the Council supports around 30,000 children across our primary and secondary schools who are eligible for means tested free school meals, at a weekly cost of approximately £450,000.  For more information about the support that is available for families: <a href="#">Help with living costs - Norfolk County Council</a></p>
7.2	<p><b>Question from Cllr Alexandra Kemp</b> Borough Planners recently confirmed the "worst case scenario" - all 1,100 Hopkins Homes could be built before the West Winch Bypass.</p> <p>Contrary to what last Summer's consultation led residents to believe. But on 15 March 2022, Highways wrote Hopkins showed it can build up to 300 homes on the A10 before it has to deliver a "link road" to the A47.</p> <p>Am I right in thinking this "link road" is not the £80 million Major Route Network Bypass, to route traffic and HGV's out of the village, but just a road through the development, and that therefore Highways has no cap on the development before the bypass is fully built?</p>

**Response from the Cabinet Member for Highways, Infrastructure and Transport**

The Consultation for the West Winch Housing Access Road (WWHAR) included details indicating up to 300 homes being delivered with a connection to the existing A10, which is consistent with the Highways response to the planning application already submitted by Hopkins Homes.

The Hopkins application includes for the potential for consent to be granted for up to a total of 1,100 homes, but this is subject to significant new highway infrastructure within the development site and new junctions connecting to the A47, which would need to be similar in their location and size to the northern section of the WWHAR project.

In view of the scale of the highway infrastructure that would be required within the Hopkins development it is unlikely that the developer would deliver that, which is why they are working with the County Council and King's Lynn Borough Council and will be making a contribution to the WWHAR project through section 106 agreements linked to any planning consents. All parties are keen to complete the WWHAR as soon as possible, and the current timeline for its delivery indicates that very few properties will be completed before the WWHAR is opened. The aim is to deliver the WWHAR and the associated sustainable transport improvements for West Winch as soon as possible, with the current target opening date being 2027.

**Second question from Cllr Alexandra Kemp**

Why is Highways going against the evidence of its own report by Mott Macdonald in 2014, which modelled 1,000-car queues every day, a.m. and p.m. south on the A10 from the Hardwick Roundabout, if the 1100 -home development is built, without the bypass? The number of cars per household, generated from the development, could be much higher without the bypass, as West Winch is separated from King's Lynn by the strategic route network and major roundabout, and the A10 is a noisy, congested, high- accident environment for pedestrians and cyclists to negotiate. Highways will not be running a safe highway network if it does not follow its own report.

**Response from the Cabinet Member for Highways, Infrastructure and Transport**

The 2014 modelling work is now nearly 10 years out of date. More recent modelling has been completed to support the development of the WWHAR project, and this is in the process of being further updated with 2022 survey data. It is right that all modelling is based on the most recent information and that is the case for the latest proposals in West Winch.

The Highways response to the Hopkins planning application accepts that some traffic could connect to the northern sections of the existing A10, but this has been capped at not more than 300 new homes.

As indicated above, the current timeline for the delivery of the WWHAR is that it will be completed by 2027, before any significant new housing development, which will minimise any impacts to the existing A10, but will also then enable the planned new housing growth area to be delivered as quickly as possible.

The proposals for the WWHAR include details for sustainable transport which will

	encourage more active travel and improve non-vehicular links to and from the town centre.
7.3	<p><b>Question from Cllr Chrissie Rumsby</b> With some attempting to weaponise the environment for short term political gain what will the Leader do to promote rational debate to tackle the climate crisis and involve local residents in local initiatives, like traffic management schemes, to combat conspiracy theories and those who seek division rather than consensual solutions?</p> <p><b>Response from the Leader and Cabinet Member for Strategy and Governance</b> Norfolk County Council is committed to supporting Britain's journey to net zero at the local level, doing so by showing leadership in making its estate net zero by 2030 and working with partners to help Norfolk achieve carbon neutrality.</p> <p>Our Climate Strategy, presented and approved to the May Cabinet meeting, involves working with others, not just other public sector bodies, but also local businesses and community groups, to ensure we achieve the best outcomes for the County. Community consultation is always a strong part of any scheme this Council carries out, with all views considered as part of wider decision making, and presenting reliable and credible information is always at the centre of any public communication this Council does.</p>
7.4	<p><b>Question from Cllr Emma Corlett</b> If Wensum Lodge is left empty it will need 24hr security to prevent vandalism and ensure the building is maintained to a sufficient standard. Given the length of time it has taken to repurpose historic buildings in King Street in the past, how much does the cabinet member intend to include for these purposes and business rates in the budget, and for what period?</p> <p><b>Response from the Cabinet Member for Corporate Services and Innovation</b> The County Council has not yet undertaken any security assessment of Wensum Lodge and is therefore not able to comment on any potential security costs or arrangements. This work will be undertaken as the plans for the decant from the site and the disposal plans have been developed, following on from the decision by Cabinet in July 2023.</p> <p><b>Supplementary question from Cllr Emma Corlett</b> The budget agreed by council in February included more than £5m to upgrade Wensum Lodge in line with the exciting plans to make it a centre of excellence for the future. What has happened to that £5m?</p> <p><b>Response from the Deputy Leader and Cabinet Member for Finance</b> Thank you for your question. As I have set out previously to Cabinet and elsewhere, the tightening economic environment in which the Council is operating, and in particular the increasing costs of borrowing by the Council, have required a fundamental reassessment of our capital programme. This will help to ensure that the capital programme as a whole remains deliverable, robust and affordable in the context of limited revenue and capital resources. In support of this aim, a key principle of our approach must be that any previously allocated capital funding, if no longer required and justifiable by individual spending departments, should be</p>

	<p>carefully reviewed in order for it either to be allocated elsewhere on the basis of need, or removed from our capital spending plans.</p> <p>As detailed in the financial implications section of the “Adult Learning – Community Delivery” <a href="#">report to Cabinet in July 2023</a>, there will be some costs associated with the withdrawal of the service from Wensum Lodge, for example to buy some new equipment at new or alternative locations. These costs can be calculated once the detailed planning for alternative locations has been completed. However, at this stage, it is expected that there will be a one-off capital cost in the region of £0.100m. As you have identified, there is currently an allocation in the capital programme for Wensum Lodge of £5.67m. In the context of the wider affordability review of the Council’s capital programme previously described, it is anticipated that these costs can be funded from this capital allocation with the remaining amount being released (i.e. removed from the capital programme).</p>
7.5	<p><b>Question from Cllr Maxine Webb</b> A report published last week by the Administrative Justice Council ‘SPECIAL EDUCATIONAL NEEDS AND DISABILITY: IMPROVING LOCAL AUTHORITY DECISION MAKING’ found that parental success rate of appeals to the SEND tribunal stands at 96.3% and identifies Norfolk as among the 14 LAs accounting for 40% (17,000) of all appeals during 2018-2022. Will the cabinet member give a date for producing an action plan with targets and deadlines for implementing all 16 of the recommendations in the report?</p> <p><b>Response from the Cabinet Member for Children’s Services</b> First and foremost I deeply sympathise with the position of families who feel they have no option to appeal. The substantial majority of appeals lodged relate to the LA being unable to name the special school parents have requested for children due the ongoing and increasing demand for places against the availability of supply. With these appeals removed, Norfolk’s appeal rate would be substantially lower, and likely in the bottom quartile of all local authorities. The further investment being made on top of the £120m to create more special places and increase capacity and provision in mainstream schools is in response to this challenge.</p> <p>We are confident that the themes identified within the report already form part of Norfolk’s ongoing strategic priorities for SEND in Norfolk and so the report will be considered against the existing programme of transformation under the Area SEND and Alternative Provision strategy, which is currently being refreshed and co-produced with local partners, including parent carer forums and as part of the Local First Inclusion programme.</p> <p><b>Supplementary Question from Cllr Maxine Webb</b> Will the cabinet member provide details of the outcomes of appeals lodged in the past two years including how many are still outstanding and the cost to the council in legal fees?</p> <p><b>Response from the Cabinet Member for Children’s Services</b> The outcome of appeals is provided in in the table below. The cost of legal in financial year 22/23 was £747,600.</p>

	Appeal Allowed	Appeal Allowed in part	Appeal dismissed	Conceded	Consent order	Withdrawn	Struck out	Yet to be concluded
2022	18	3	2	24	112	47	2	44
2023 (to date)	3		2	9	23	9		133

7.6	<p><b>Question from Cllr Julie Brociek-Coulton</b> With the former Angel Rd junior school building expected to be returned to the county soon will cabinet member use this opportunity to upgrade it into a school for children and young people with Special Educational Needs and Disabilities to help meet the targets agreed with the government in the Local First Inclusion strategy?</p> <p><b>Response from the Cabinet Member for Children’s Services</b> As part of the process for any vacated property we consider the potential use of such assets for Children’s Service. This will involve how this building could support our Local First Inclusion Programme and will therefore be considered as part of the SEND Sufficiency and Capital workstream.</p> <p><b>Supplementary question from Cllr Julie Brociek-Coulton</b> Please confirm the council will insist that Evolution Trust pays the whole cost of dilapidations caused by the absence of maintenance to the building since taking it over and protection for the building from further degradation so it is returned to the council in the condition required by the terms of the lease?</p> <p><b>Response from the Cabinet Member for Children’s Services</b> Local Authority officers will continue to work with Evolution Trust to ensure that the school is returned to the local authority in a suitable condition. To prevent any future deterioration, Evolution Academy Trust have decommissioned and board up the building to maintain its integrity and secure our asset. The trust is maintaining the grounds, as requested by Children’s Services, until the handover date back to the Local Authority. The date has not yet been finalised.</p>
7.7	<p><b>Question from Cllr Mike Smith-Clare</b> With many Norfolk schools and academies not following governmental guidance regarding affordable school uniform, will the cabinet member ensure applications to the Norfolk Assistance Scheme from parents faced with unnecessary additional uniform expenses during a cost of living crisis are processed speedily?</p> <p><b>Response from the Cabinet Member for Children’s Services</b> I can confirm that applications to the Norfolk Assistance Scheme from Norfolk families for financial support with school uniform will be prioritised by the scheme to ensure that families eligible to receive school uniform vouchers do so in time to purchase school uniform before the start of the new academic year.</p> <p><b>Supplementary question from Cllr Mike Smith-Clare</b> What other measures will she put in place to help families meet the increasing costs to families with children during this cost of living crisis?</p> <p><b>Response from the Cabinet Member for Children’s Services</b> The Council’s Norfolk Assistance Scheme (now known as the Client Hardship Service) has supported Norfolk families in financial crisis since 2013. During 2022-</p>

	<p>23, the Scheme provided over 7636 awards to households with children in addition to holistic financial support in budgeting and grant assistance. The scheme provides food, fuel, support with payment of utilities and household items including clothing and school uniform vouchers among other items on a discretionary basis. Support is simultaneously then provided in terms of budgeting, debt and grant assistance. In the last financial year this included supporting families with the purchase of school uniforms for around 167 children. Families can find out more information via: <a href="#">Norfolk Assistance Scheme</a> and if people are digitally excluded, they can call Customer Services on 0344 800 8020 who will make a referral.</p> <p>In relation to school uniform, information on the Norfolk County Council website: <a href="#">School uniforms - Norfolk County Council</a> has been updated to reflect the revised statutory guidance issued in 2021, and also signpost families to the support that is available through the Norfolk Assistance Scheme. Guidance was issued to all Norfolk Trusts and Governing Bodies that subscribe the Governance Support Service by the Council's Governance Support Service in December 2021 and again in December 2022 regarding the revised statutory guidance. The Executive Director of Children's Services will write to all schools at the start of the autumn term to highlight the requirements on schools and governing bodies as set out in the statutory guidance, including that parents shouldn't have to think about the cost of a school uniform when choosing a school for their child, that school uniform should be affordable, and the use of branded items should be kept to a minimum, and to encourage schools to provide opportunities for families to be able to buy pre-loved uniforms.</p>
7.8	<p><b>Question from Cllr Matt Reilly</b> Boots the Chemist at UEA has for many years been the source of advice and medical supplies to the growing population of young students and UEA staff. Not only will its closure reduce easy access to a qualified pharmacist it will displace those needing help to other primary care settings and A&amp;E adding even more pressure on an overloaded system. In the interests of UEA students and staff and to avoid the knock on effects to others using the health system will the cabinet member use his influence to try to persuade Boots to reverse the decision to close their UEA outlet?</p> <p><b>Response from the Cabinet Member for Public Health and Wellbeing</b> Thank you for your question. As you may know Norfolk County Council does not have responsibility for pharmacy services. We do however undertake a Pharmaceutical Needs Assessment within Norfolk (published by the Norfolk Health and Wellbeing Board) which is reviewed quarterly. We have not formally received notification of the Boots pharmacy closure at the UEA however the decision made by Boots the Chemist to close a number of their pharmacies is a strategic and commercial decision and we cannot influence that. As Cabinet Member for Public Health, I fully support easy access to local pharmacy services for all of Norfolk's residents.</p>
7.9	<p><b>Question from Cllr Terry Jermy</b> The Holiday Activity Scheme is crucial for many parents in the summer holidays, providing affordable childcare and allowing parents the opportunity to go to work. That is why I was disappointed to hear that some of the scheduled activities in Thetford have already not taken place this Summer.</p>

	<p>Could the Cabinet Member confirm if the Council is monitoring the activities across Norfolk and whether all activities are taking place as planned, or if there are any incidents of non delivery how these are being addressed?</p> <p><b>Response from the Cabinet Member for Children’s Services</b> There have been no cancellations of any scheduled Big Norfolk Holiday Fun (HAF) provision in Thetford this summer. There are 8 providers delivering activities in 9 locations in Thetford offering 2,765 places for children and young people. The HAF team at Active Norfolk are in regular contact with all providers and are made aware of any cancellations or issues. The HAF team, alongside Early Years, Short Breaks and Children Services staff, are undertaking a series of quality assurance visits to Big Norfolk Holiday Fun (HAF) providers across the county for the duration of the summer holidays.</p>
7.10	<p><b>Question from Cllr Brenda Jones</b> In response to the call from the House of Lords Adult Social Care committee to make a commitment to remedy low pay in the social care sector the government response published on 31 July was that 'the increase in the national living wage will have a significant impact on pay in this sector', does the cabinet member share the view that the minimum wage is all that our care workers should expect?</p> <p><b>Response from the Cabinet Member for Adult Social Services</b> Thank you for your question. As a Council we have worked with social care providers in Norfolk to understand costs and ensure fee increases each year. Last year both older people residential and nursing and home support fees included a cost of care increase in addition to the annual uplift. In 2023-24, the Council invested £30m to increase fees from April 2023, with most fees seeing an increase of either 9% or 9.5%. This enabled the pay element of fee rates to be increased by 9.7% for all pay grades to enable differential, in line with the National Living Wage pay rate. Our engagement work with the market last year demonstrated that most providers were paying social care workers at rates 5% above the national minimum wage in residential care and 9% in home support.</p> <p>However, it is recognised locally and nationally that the impact of budgetary constraints for adult social care has capped the resources available to drive up sector pay and this has meant that in general it has been challenging for pay to be competitive with some other sectors, including the health sector. We all recognise the value of those that work in adult social care and the critical role that they deliver for our communities. NorCA has developed a job evaluation framework which looks at parity of social care roles with other sectors delivering similar services, such as the NHS, and this has been shared locally and nationally to help support the case for change.</p>
	<p><b>Second question from Cllr Brenda Jones</b> As much as I welcome the 60 new independent living homes for Hunstanton the requirement to meet the needs of Norfolk is closer to 500 new homes every year to 2028. How does she expect those needs to be met?</p>
	<p><b>Response from the Cabinet Member for Adult Social Services</b> Thank you for your question. The original business case noted that Norfolk required 1135 units of affordable rented accommodation. Our latest position statement</p>

	<p>updates that demand to 1057 by 2028. We expect wider demand for owner/occupier, shared ownership and private rental units to be bought forward through the wider housing market including requirements by local housing authorities in their local plans - there is a mixed economy of demand in which NCC plays its part in ensuring that sufficient affordable rental units are available.</p> <p>I am pleased to let you know we have a healthy pipeline of specialist housing schemes which are currently in confidential pre-planning stages. I am very much looking forward to bringing these schemes to Cabinet in due course.</p> <p>Nutrient Neutrality, as you will be aware, has caused delays of over 18 months to housing development progress across a wide area of Norfolk, and some of our own Independent Living schemes have also been caught up in this delay. We are confident our colleagues in housing authorities are getting closer to a solution so we can get on with business and continue to bring much needed specialist housing for our residents.</p> <p>I am happy to invite colleagues to our schemes already open in Fakenham and Acle so they can meet the residents and see for themselves the benefits this long term programme is bringing to Norfolk.</p>
7.11	<p><b>Question from Cllr Jamie Osborn</b></p> <p>Compared to ordinary cars, SUVs are eight times more lethal to children than ordinary cars when they crash, and produce 25% more planet-heating carbon emissions. If SUVs were a country, they would be the 6th-most polluting in the world. There is absolutely no need for SUVs in urban areas like Norwich, where they take up disproportionate amounts of space, cause toxic air pollution, and put lives at risk. Some councils are introducing emissions-based parking charges so these over-sized vehicles are charged for parking at a rate that reflects the space they take up and their costs to society. Will Norfolk County Council work with district councils to introduce similar charges?</p>
	<p><b>Response from the Cabinet Member for Environment and Waste</b></p> <p>The Council already works with the City Council on setting parking charges, which are different depending on the size of the vehicle. For residents parking in a controlled parking zone in Norwich, and who are eligible for an on-street resident parking permit, the costs of these permits are based on the length of vehicle, with differential rates applying depending on whether the vehicle is short (under 3.92m), medium (between 3.92m and 4.45m) or long (between 4.45m and under 6m) in length. The costs for long vehicles being nearly 80% higher for a 6-month period and more than twice as much for 12 and 18 months when compared to a short vehicle. Elsewhere, on-street parking in Norfolk is charged at the same rate regardless of vehicle size. There are currently no plans to introduce emissions-based parking tariffs.</p>
	<p><b>Second question from Cllr Jamie Osborn</b></p> <p>Lots of people live in residential areas that have been de-facto low-traffic neighbourhoods for years, and that are pleasant and uncontroversial places to live. The Transport for Norwich Strategy rightly aims to reduce traffic impacts in local neighbourhoods based around the principle of Healthy Streets. Can the Cabinet Member confirm that Norfolk County Council still backs the aims of its own Transport for Norwich Strategy?</p>

	<p><b>Response from the Cabinet Member for Highways, Infrastructure and Transport</b></p> <p>The Transport for Norwich Strategy is an ambitious strategy that puts carbon reduction and better air quality at the heart of supporting a growing economy, strengthening communities and reducing our impact on the environment. We want to improve travel choices for people in Norfolk and I fully support the role that the Transport for Norwich Strategy has in terms of meeting these aims, alongside our other supporting strategies, that include our Local Transport Plan, Climate Strategy and Environment Policy.</p>
7.12	<p><b>Question from Cllr Ben Price</b></p> <p>Cllr Mason-Billig's predecessor as council leader dismissed concerns about the future of UEA by saying the university was a business like any other. UEA's plans to make over 100 staff redundant could have a massive negative impact on one of the county's major employers and one of our great assets as a county. What discussions has the new leader of the council had with the UEA about their financial situation, potential job losses, and the university's role in the Norfolk economy?</p> <p><b>Response from the Leader and Cabinet Member for Strategy and Governance</b></p> <p>The financial situation faced by the UEA is for them to manage in the way that they deem most appropriate. For us the UEA are a strategic partner. We have many common interests and opportunities as significant employers in our region, enhancing skills and innovation and being rooted in the fantastic county that we live in. I recently met with the new Vice Chancellor to explore ways we might continue to work together in what will be the UEAs 60th year. During the course of that conversation I was updated on the plans they have in place to not only manage their financial challenges, but to ensure the UEA continues to go from strength to strength.</p> <p><b>Second question from Cllr Ben Price</b></p> <p>Levels of E.Coli in the Wensum have been found to be twice the level deemed safe for bathing water. Raw sewage has been pumped into Norfolk's rivers at a rate equivalent to 1,000 continuous days. Norfolk's beaches have been closed because of sewage discharges. Would the Cabinet Member swim in Norfolk's rivers or off our beaches where sewage has been poured out?</p> <p><b>Response from the Cabinet Member for Environment and Waste</b></p> <p>We recognise and appreciate the Member's concerns for the quality of Norfolk's rivers and beaches. Norfolk County Council continues to work closely with the responsible authorities, most critically the Environment Agency, when incidents occur and on an ongoing basis with other key partners through countywide management programmes such as Water Resources East. The Council also has a strong track record in leading projects to improve water quality in our rivers, often with the support of funders including the National Lottery Heritage Fund.</p>
7.13	<p><b>Question from Cllr Catherine Rowett</b></p> <p>The Early Years Alliance representing childcare providers has warned that the Government's touted promise to expand free childcare is undeliverable, as providers simply do not have the capacity to offer more free places. The Government's policy seems to have been announced with consultation without childcare providers. How is</p>

Norfolk County Council engaging with childcare providers to assess capacity and what support is needed for these vital services?

**Response from the Cabinet Member for Children's Services**

Early Years staff have had ongoing conversations with providers since the budget announcement was made earlier in the year.

Many providers had been waiting for further detail on funding arrangements from Sept onwards before they made any firm decisions about potentially extending their offer to families. The funding levels were announced just prior to the summer break. We welcome the increase in available funding for Early Years. The Norfolk allocation was positive and in line to that of similar LAs.

It is too early to say what demand will result from the new entitlements, or how many providers will be willing to increase capacity to meet potential demand. The number of young children across most of Norfolk has been in decline for several years so in some cases the newly funded places may result in a change, rather than increase, in required capacity for many providers. We are positive about the potential of the expansion in funding which may provide new sustainable business models for small rural providers. The Early Years team have considerable experience and toolkits available to help providers to adapt and create new provision so we are well placed to continue to support settings over the coming months to develop provision. They will be supporting to providers to deliver both the extended entitlements and the wraparound primary school childcare offer can work alongside each together to provide additional financial and practical support across the private, voluntary and maintained sectors.

The Department for Education are currently holding a consultation on the new funding arrangements that will be in place to support the extended entitlements. We will be responding to this and encouraging the representatives on the Early Years reference group to contribute too.

**Second question from Cllr Catherine Rowett**

Last year saw a change in direction in British farming - artificial fertiliser use was down, and crop yields were, seemingly correspondingly, up. Can the Cabinet Member confirm that Norfolk County Council is working with farmers, including those on county farms, to discourage excessive use of artificial fertilisers, which as well as impacting on yields can also pollute our waterways and are a major source of carbon emissions?

**Response from the Cabinet Member for Environment and Waste**

Norfolk County Council would encourage all farmers to work with their agronomist to make judicious use of all inputs, including artificial fertilisers. This should include discussions on the best way to apply inputs in a manner the best suits the unique environmental conditions of each farm. All inputs and fertilizers should be applied in a way that protects watercourses and the environment.

Norfolk has many organisations such as Wild Ken Hill who are pioneers in new, low impact farming techniques including minimal use of artificial fertilisers, and the Council continues to support and lead on a number of innovative projects within the county which are developing sustainable new practices for land management.

7.14	<p><b>Question from Cllr Brian Watkins</b></p> <p>Under the proposed County Deal for Norfolk, the Council would get control of the adult education budget and the opportunity to decide locally what the money is spent on. Can the leader please explain why the decision to dispose of Wensum Lodge could not have waited until the final decision on the deal has been determined?</p>
	<p><b>Response from the Cabinet Member for Communities and Partnerships</b></p> <p>It is important that we use whatever funding is available to Adult Learning efficiently so that we can deliver as many learning opportunities as we can. The Wensum Lodge building is inefficient to run. The utilisation of the space on site has been reducing as learner habits have changed which means relative costs per course have been increasing. It is important that we get the best value from the funding that we have.</p>
	<p><b>Second question from Cllr Brian Watkins</b></p> <p>The response to recent refugee crises by this council has been commendable, over the last 2 years we have welcomed and offered a safe haven to many people, notably those fleeing the conflicts in Ukraine and Afghanistan. Is this council continuing to receive ample advice and guidance from central government on both the short and long term in what comes next for those still residing in the county?</p>
	<p><b>Response from the Leader and Cabinet Member for Strategy and Governance</b></p> <p>Thank you for recognising the commendable efforts of the specialist teams who are the core to the success of refugee resettlement and support. It is important to recognise that this question groups various cohorts and schemes into one, which is misleading since these are different areas with different Central Government departments being involved.</p> <p>With respect to those seeking asylum, refugees or those resettled, Norfolk's programme is nationally recognised by the Home Office as exemplary practice and has been described as offering the 'Gold Standard' in refugee resettlement. Norfolk as received approximately 200 Syrians, 120 Afghans and nearly 1,400 Ukrainians under government schemes (safe and legal routes). A further 100 Afghans are imminently to be welcomed to the county in response to the government's planned closure of the bridging hotels. Resettled refugees receive a holistic support programme, funded by central government. Updates are received via the Strategic Migration Partnership who support us to deliver the programme. The collaboration of both Upper and Lower tier authorities has contributed to this success and demonstrates our abilities to work together to achieve these results. I would like to thank those officers of the council whose dedication and commitment to the refugee resettlement has made this happen.</p> <p>For the Homes For Ukraine, it is over 12 months since the commencement of this visa route and associated hosted accommodation programme, so the National Guidance for the programme is well-established and easily accessible on the gov.uk webpages. The Homes For Ukraine Programme Team at Norfolk Country Council join weekly meetings with DLUHC colleagues, with direct support mechanisms should there be any technical, policy or procedural questions Officers have.</p> <p>There is currently limited information from Central Government as regards the medium to long-term future of the scheme, (such as whether it will remain open, be extended, closed for new applications at a date to be set, etc). The current</p>

	<p>government guidance is that people in the UK via the sponsored visas of Homes For Ukraine, Family Scheme and Extension Scheme have 3 years leave to remain (with work rights and recourse to public funds), and under UK immigration law these visas are not currently routes to settlement; this was at the request of the Ukrainian Government.</p> <p>As at the time of writing, there has been no informal or formal advice from UKGov as to whether this is being looked at or will change in the coming months/years. Under UK law, Ukrainian people in the UK through one of the three sponsored visa routes (Homes For Ukraine, Family Visa, Extension Visa) are not people with refugee status or people seeking asylum.</p>
7.15	<p><b>Question from Cllr Rob Colwell</b></p> <p>What help or pressure can this council provide Vida Healthcare to resolve a growing issue facing residents in Fairstead, Gaywood South who feel they are unable to access a doctor easily following the closure of the Fairstead Surgery to patients, which is now merely used a storage facility, not to mention the huge impact this is already having on patients already at Gayton Road Health Centre.</p>
	<p><b>Response from the Cabinet Member for Public Health and Wellbeing</b></p> <p>Thank you for your question. As you may know Norfolk County Council does not have responsibility for NHS primary care services so cannot comment specifically on the issues in Fairfield however the council continues to use its role in leading the Integrated Care Partnership to press for strengthened and sustainable primary care across the Norfolk and Waveney system and as Cabinet Member for Public Health, I fully support easy access to local general practice services for all of Norfolk's residents.</p>
	<p><b>Second question from Cllr Rob Colwell</b></p> <p>At the last Cabinet meeting you stated that pollution on West Norfolk's coastline, leading to no bathing advisory, was not this council's concern. Following this, officers attended a multi-agency meeting with the environment agency, councillors and Anglian Water at Heacham Beach. Has there been a U-turn on this previous assertion?</p>
	<p><b>Response from the Cabinet Member for Environment and Waste</b></p> <p>Norfolk County Council attends many partnership meetings across the county and in a range of capacities.</p> <p>And whilst this Council has a strong interest in supporting sustainable coastal communities and ecosystems, our overall position, as stated, is that the statutory agency responsible for water quality is the Environment Agency. Therefore, we will continue to support and work in partnership with the Environment Agency and other partners across Norfolk, including District Councils and Anglian Water, to seek a resolution.</p>
7.16	<p><b>Question from Cllr Tim Adams</b></p> <p>There is a long wait between the beginning of Traffic regulation orders and completion, especially those planned for rural settings. What are the current figures for both rural and urban TROs awaiting completion, what is the oldest scheme still awaiting completion and is there a priority to complete urban TROs over rural ones?</p>

	<p><b>Response from the Cabinet Member for Highways, Infrastructure and Transport</b></p> <p>Traffic Regulation Orders follow a statutory legal process to ensure that any new restriction is enforceable by the relevant enforcement agency. The process typically takes 12 to 18 months, but this does vary depending on the outcome of the statutory consultation process. Part of the statutory process is a formal consultation exercise from which objections may be received and will need to be resolved in order to advance the scheme to the delivery phase. This can be time consuming and may result in delays to the scheme.</p> <p>There are currently around 90 individual TRO schemes being progressed across the county, which are a mixture of urban and rural locations. The oldest one dates from Spring 2021 and is in Downham Market.</p>
7.17	<p><b>Question from Cllr Stuart Clancy</b></p> <p>Could the Cabinet Member for Highways confirm that Norfolk County Council will not be pursuing the implementation of an ULEZ zone in Norwich?</p> <p><b>Response from the Cabinet Member for Highways Infrastructure and Transport</b></p> <p>There are currently no plans or funding in place for the implementation of an Ultra Low Emission Zone (ULEZ) in Norwich or elsewhere in the county.</p>

# Cabinet

Item No: 8

**Report Title: Strategic Tourism: Supporting Visit East of England's Local Visitor Economy Partnership application**

**Date of Meeting: 4 September 2023**

**Responsible Cabinet Member: Cllr Fabian Eagle** (Cabinet Member for Economic Growth)

**Responsible Director: Grahame Bygrave** (Interim Executive Director of Community & Environmental Services)

**Is this a Key Decision? No**

**If this is a Key Decision, date added to the Forward Plan of Key Decisions: 06 July 2023**

## **Executive Summary / Introduction from Cabinet Member**

Visit East of England (VEE), the top-tier Destination Management Organisation (DMO) for our area is proposing to submit an application to become a Local Visitor Economy Partnership (LVEP) covering Norfolk and Suffolk. The new LVEP structure in England has been put in place this year by the national tourism authority, Visit England, as a means to better coordinate resources and activity relating to the visitor economy across the country.

As part of this application and the mandatory public-private funding approach required by Visit England, VEE are requesting a £120,000 annual contribution from Norfolk County Council. This represents a £110,000 increase on the £10,000 per annum for Visit Norfolk marketing we currently provide to VEE.

Norfolk County Council recognises its visitor economy is a vital part of the overall economy, and that success requires a collective approach led by a partnership which includes New Anglia LEP, tourism businesses and accommodation providers, our District Council partners, the Broads Authority, and vitally important local DMOs such as Visit Great Yarmouth, Visit West Norfolk, Visit North Norfolk, Visit the Broads, and Visit Norwich. A successful LVEP application will significantly strengthen Norfolk's visitor economy and support local activity, delivery of new tourism projects, and new

marketing campaigns.

## **Recommendation:**

- 1. That Norfolk County Council supports Visit East of England's application to become an LVEP covering Norfolk and Suffolk. This will include contributing an additional £110,000 per annum towards VEE's core costs, ending after five years.**

### **1. Background and Purpose**

- 1.1 In July 2022, UK Government published its response to an independent review ("the de Bois Review"), of Destination Management Organisations (DMOs), which presents opportunities for Norfolk, to improve visitor destination management & marketing arrangements and activities. The review made certain recommendations, accepted by UK Government, and as a result, the national tourism board, Visit Britain/Visit England, introduced a new structure for tourism within England at the beginning of 2023. Namely, the creation of Local Visitor Economy Partnerships (LVEPs) and, ultimately, the creation of Destination Development Partnerships (DDPs), which will be made up of a small number of LVEPs from a particular region of England.
- 1.2 An LVEP is jointly funded by private sector and public sector investment, which matches the current structure of Visit East of England. This is why VEE is well-placed to submit a bid, making the most efficient possible use of existing infrastructure and private investment.
- 1.3 Despite the size and scale of Norfolk's visitor economy (£3bn, employing c. 54k FTE, total 70k, workers at its peak, mostly in more deprived rural and coastal areas) Norfolk is currently one of the few major tourist destinations in England not covered by an LVEP. Examples of new and emerging LVEPs include Visit Cornwall and the Isles of Scilly, and Visit Peak District, Derbyshire, and Derby – all with strong, recognisable brands, competing for similar target audiences. Seven more LVEPs were announced at the start of August 2023 including London, Visit the Cotswolds, and several in Yorkshire.
- 1.4 In 2022, the World Travel and Tourism Council's latest economic impact report indicated that the tourism sector in the UK is expected to create nearly 700,000 new jobs over the next decade. The forecast is for the industry's contribution to GDP to reach a value of more than £214billion (circa 10% of the total economic GDP). Employment in the sector is expected to grow to 4 million jobs.
- 1.5 Becoming an LVEP presents a further opportunity for Norfolk to enter additional strategic partnerships with Government, delivering quantifiable

benefit to the County by being able to access funding that would otherwise not be available.

## **2. Strategic context**

- 2.1 As the fourth largest industry sector in Norfolk, a significant proportion of Norfolk's economy is supported by jobs associated with tourism, such as in accommodation and hospitality. At its pre-pandemic height in 2019, the visitor economy supported 19.5% of jobs in the county, higher than both the regional and national averages. This figure is also higher in key tourist destinations, such as North Norfolk and Great Yarmouth. As of 2021, it was estimated that the tourism sector provides £2.3 billion of Gross Value Added (GVA) to Norfolk's economy.
- 2.2 Against an increasingly pressured financial backdrop, it remains more important than ever to deliver good value for the Norfolk taxpayer, hence the importance of making use of existing infrastructure and leveraging private investment, thus helping public money travel further. VEE benefits from significant levels of private sector funding, helping to create a sustainable long-term financial model for the DMO, which in turn helps the Norfolk visitor economy to thrive.
- 2.3 Creating three new critical part-time roles will allow VEE to meet the essential LVEP criteria set out by Visit England, and, therefore, to benefit from the new funding framework, allowing Norfolk to take advantage of national funding opportunities through Visit England and other Government departments. This is especially important given the reduced frequency and size of funding opportunities generally.
- 2.4 Supporting and bolstering the recovery of the visitor economy is essential to the County Council's priorities, as set out in its Corporate Strategy, Better Together, For Norfolk 2021-2025. Moving the visitor economy away from seasonal trends and towards a higher value 52-week model is a key lever to making that part of the economy sustainable. We have set out our commitment to sustainable tourism, and our ambitious goal of making Norfolk the most sustainable tourism destination in the UK, within the council's Rural Economic Strategy 2021-2024, and within our Climate Strategy.

## **3. Proposal**

- 3.1 It is proposed that Norfolk County Council supports Visit East of England in its application to become an LVEP to cover Norfolk and Suffolk, specifically with regard to providing the mandatory core funding around new roles required to meet LVEP criteria. There is an opportunity for Suffolk County

Council to join Norfolk as equal partners, including contributing to the core costs of VEE at a later date following the completion of their current tourism review.

- 3.1.1 Supporting the critical LVEP application includes providing an additional £110,000 towards VEE's core running costs, funding additional roles to meet the essential LVEP criteria set by Visit England. This would take Norfolk County Council's total financial contribution to VEE to £120,000 per annum. This additional investment is time-limited to five years, after which VEE is expected to have used its LVEP status to drive full commercial sustainability.
- 3.1.1 Upon submission of an application, there is a turnaround of approximately 6 weeks before 'awarded' status is announced. The online application process is a mix of narrative and evidence – including visualisations of existing structures and commitment, governance structures and stakeholder networks, letters of support from the Leader of the Council, Elected Members, and the Chief Executive.

## **4. Impact of the Proposal**

- 4.1 The following is a summary of the opportunities of making this decision, and the potential consequences if we do not.

### **4.2 Opportunities**

- 4.2.1 As part of this proposal, NCC would have a greater financial and strategic role in the running of Visit East of England and its operational/marketing approach through the customer-facing website and visitor brand, Visit Norfolk. NCC will have a stronger role in the governance and future direction of VEE, in partnership with other key stakeholders, including New Anglia LEP, tourism businesses, our District Council partners, the Broads Authority, and vitally important local DMOs such as Visit Great Yarmouth, Visit West Norfolk, Visit North Norfolk, Visit the Broads, and Visit Norwich. NCC will have a clear role on the Steering Board for VEE and the LVEP, with local member involvement providing oversight.
- 4.2.2 The expectation is that the majority of future funding for the visitor economy will flow through LVEPs, and there is a clear alignment in Government thinking in terms of strategic partnerships covering a county-wide footprint.
- 4.2.3 As an LVEP, VEE would represent Norfolk at the national table – working closely with Visit Britain, Visit England, DCMS. Norfolk, through VEE, is currently recognised as an example of best practice within these organisations.

- 4.2.4 This proposal will bring additional support and strategic alignment around existing NCC strategic objectives, including skills, and employment growth to tackle inequalities, moving towards a year-round sustainable tourist economy, inclusivity, accessibility, and climate security. Furthermore, development of the visitor economy will further support the recovery of the tourism sector by stimulating demand in the local economy and investment in culture to help rebuild confidence and visitor numbers.
- 4.2.5 This approach will support and add value to local destinations, i.e. this structure works with the existing Norfolk and Suffolk DMOs (Visit Norwich, Visit Great Yarmouth, etc.) rather than creating new structures or relationships.

### 4.3 Threats

- 4.3.1 Norfolk currently trails other significant visitor destinations who have already established LVEPs, despite having a larger size and value visitor economy. If Norfolk is not part of the national LVEP structure set up by Visit England, it risks being denied access to Visit Britain/Visit England's travel trade missions, business support, training programmes, toolkits, and PR.
- 4.3.2 Furthermore, if Norfolk does not have an LVEP, it will lose its place at the 'national table' for the visitor economy within the national framework, and access to future funding streams and the opportunity to apply to Visit England for funding to create effective marketing campaigns for domestic and international audiences.
- 4.3.3 VEE has achieved much success even within tight budgets, such as the recent £425,000 investment from Visit England in the Unexplored England campaign. The small but experienced team has achieved many successes which could be scaled up with the right support. LVEP status will help us capitalise on this work for the benefit of the Norfolk visitor economy for 2024 and beyond.
- 4.3.4 There would also be a negative impact on many communities, including in terms of wellbeing and loss of access to vital amenities, especially for those living in coastal towns and in and around the Broads National Park

## 5. Evidence and Reasons for Decision

- 5.1 The additional £110,000 p/a contribution to VEE will allow it to meet LVEP criteria by creating three new part-time roles. These are:
- 5.1.1 **Visit Norfolk Brand Manager**, responsible for the website, social media, and supporting marketing.

- 5.1.2 **Business Support Executive**, responsible for engaging businesses, including with events.
- 5.1.3 **Travel Trade Executive**, responsible for working with businesses to support growth in the economy.
- 5.2 This updated staffing structure is a clear requirement for making an LVEP application, and if successful, achieving LVEP status.
- 5.3 The new roles will help drive sales and free up time for more senior roles to focus on relationships with businesses. This will help VEE increase its commercial sustainability and private investment, focusing on marketing with businesses and promoting inbound tourism.
  - 5.3.1 Increased marketing will focus on promoting Norfolk as a sustainable year-round visitor economy, which aligns with the council's key strategic objectives.
- 5.4 Visit Norfolk (part of VEE) has been able to demonstrate strong performance, with Norfolk's visitor economy growing by 12% since 2012. This has surpassed England's national benchmark of 8% growth,
- 5.5 Assuming Norfolk's visitor economy grows at the same level it has over the past 10 years, this would amount to 9,700 (7,140 FTE) tourism related jobs created, adding £185.64m to GVA in Norfolk over the next ten years. Based on Deloitte's GVA formula for tourism jobs, we expect that this could amount to £334.152m generated in other sectors in Norfolk over 10 years.
- 5.6 The tourism sector is expected to grow by 3.8% through to 2025, faster than the UK economy. It is important that Norfolk is able to benefit from this growth, strategically ensuring that the county has the visitor economy jobs and investment needed to compete effectively on the national stage.
- 5.7 VEE has successfully secured £720,000 from national marketing funds to promote Norfolk since 2017. In the future, only LVEPs will be able to bid for these national funding opportunities as part of Visit Britain/Visit England's new major/key destinations structure.
- 5.8 VEE has played a crucial role in the development of tourism skills over the last 10 years, including the development of the VENI Project run by West Suffolk College, and with support from NCC, will continue to help Norfolk residents develop their skills, including providing career pathways and training for our young people.
- 5.9 VEE attracts a significant amount of private sector investment and sponsorship, meaning that funding from Norfolk County Council is

supporting this structure and its existing investment rather than creating it anew.

- 5.10 Experience Oxfordshire, the LVEP covering Oxford, was successful in promoting its tourism offer to 27 million individuals – an indication of what is possible given coordinated and strategic marketing activity.

## **6. Alternative Options**

- 6.1 The Council could choose to develop an LVEP for just Norfolk. The minimum size for an LVEP is a county or city region meaning we could have an LVEP for just Norfolk. However, VEE currently covers both Norfolk and Suffolk, offering good economies of scale and impact in a competitive market.
- 6.2 The Council could choose to do nothing and not put forward an LVEP application. As a result, Norfolk would be the only major tourist destination in England not represented at the national table, with no access to Visit England and its expertise, resources, or international marketing campaigns.
- 6.3 The Council could run tourism 'in-house' as an NCC department. This model would not be recognised as a starting point to become an LVEP and would not project a picture of collective partnership working nor take advantage of pre-existing private investment. Norfolk, through VEE, is currently perceived by DCMS and Visit England as a national example of good practice in many areas including sustainable tourism and collective decision making, something which brings many benefits and access to national resources.

## **7. Financial Implications**

- 7.1 There is a £110,000 additional revenue pressure per annum, for five years. This investment would be time limited and has the potential to reduce should Suffolk County Council choose to fund the LVEP structure following their review of the visitor economy in the county.
- 7.2 The true opportunity costs are the potential loss of opportunity to work in collaboration with Visit Britain Visit England (the national tourist board) to promote Norfolk as a destination and the loss of opportunity to apply to Visit England for funding streams exclusively available to LVEPs.

## **8. Resource Implications**

- 8.1 Staff: NCC employees will continue to work with VEE as a key strategic partner as is currently the case. We expect that there will be greater

opportunities for working more closely with VEE as an LVEP as part of the local authority's role as a key strategic convenor. This would be met within existing roles and budgets.

8.2 Property: None foreseeable.

8.3 IT: None foreseeable.

## **9. Other Implications**

9.1 Legal Implications: None foreseeable

9.2 Human Rights Implications: None foreseeable

9.3 Equality Impact Assessment (EqIA) (this must be included):

The arrangements outlined in the proposal will affect how the Council and partner organisations work together to support and grow a key segment of economy which offers significant potential to positively impact communities with protected characteristics, as well as more deprived communities – by creating employment opportunities and attracting money and investment into Norfolk's economy, to benefit local services and infrastructure.

The Government is ambitious for the UK to be the most accessible tourism destination in Europe and is planning to host a series of ministerial roundtables to discuss the barriers disabled people face as tourists. Norfolk County Council is already working in partnership with some key county tourist attractions to support this ambition. As an LVEP, VEE would represent Norfolk at the national table – which would further help to drive forward this ambition of accessibility for disabled people.

If more detailed proposals are identified following the application process, further EqIAs will be required to assess those impacts in more detail.

9.4 Data Protection Impact Assessments (DPIA): N/A

9.5 Health and Safety implications (where appropriate): N/A

9.6 Sustainability implications (where appropriate): None foreseeable, but as mentioned, Norfolk County Council being covered by an LVEP and benefitting from those associated opportunities will help it meet its strategic objectives around a sustainable, year-round tourism offer.

9.7 Any Other Implications: None foreseeable.

## 10. Risk Implications / Assessment

10.1 There is a risk of VEE's LVEP application being declined, which would remove the £110,000 revenue annual pressure, but result in risk of losing out on opportunities for economic growth made possible through LVEP-exclusive investment opportunities. As future economic growth in the visitor economy is difficult to predict, this risk is inherently difficult to quantify.

## 11. Recommendations

1. That Norfolk County Council supports Visit East of England's application to become an LVEP covering Norfolk and Suffolk. This will include contributing an additional £110,000 per annum towards VEE's core costs, ending after five years.

## 12. Background Papers

12.1 [Visit Britain/Visit England's new tourism structure.](#)

12.2 [Economic Impact of Tourism Report – 2019](#)

12.3 [Economic Impact of Tourism Report – 2021](#)

### Officer Contact

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

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# **Cabinet**

**Item No: 9**

**Report Title: Modern Slavery Statement 2022-23**

**Date of Meeting: 4 September 2023**

**Responsible Cabinet Member: Cllr Kay Mason Billig, Leader of the Council**

**Responsible Director: Tom McCabe, Chief Executive Officer**

**Is this a Key Decision? No**

**If this is a Key Decision, date added to the Forward Plan of Key Decisions:**

## **Executive Summary**

The Cabinet's role includes establishing appropriate arrangements for the delivery of cross cutting/cross departmental functions. This includes statements and procedures to tackle Modern Slavery risks. Central Government has made clear its intention to require local authorities to adopt a Modern Slavery Statement (the statement) when parliamentary time permits. In the meantime, the Council has established a statement voluntarily.

Norfolk County Council recognises the risk that all forms of modern slavery pose and is committed to using all available avenues to identify and disrupt modern slavery by using our statutory powers, our role as a contracting authority, through utilising the strengths of all our partnerships with the police, the NHS and other organisations and through wider awareness-raising. The Council has a zero-tolerance approach to any form of modern slavery and will act in an ethical manner, with integrity and transparency, in all its business dealings. The Council already has in place many policies and procedures which address this topic.

A Statement for the year 2021/2022 was approved by the Cabinet in March 2023. The Cabinet also agreed that the Corporate Select Committee should be asked to review progress on modern slavery this summer, before the 2022-23 statement is brought to Cabinet for approval. This report reviews the progress and outcomes from

the 2022-2023 planned activity and introduces a proposed updated statement for the year 2022-23, for the Committee's consideration.

The proposed 2022-2023 statement, at **Appendix A**, explains the steps that Norfolk County Council has undertaken to help ensure that there is no slavery or human trafficking within our organisation, our sub-contractors, partners or supply chains. Where we suspect modern slavery, we report it to the Modern Slavery Helpline or the local police to be investigated. The County Council acknowledges its duty, as set out in Section 52 of the Modern Slavery Act 2015, to notify the Home Office of any individual encountered in England and Wales, who it believes is a suspected victim of slavery and human trafficking. The National Referral Mechanism is a framework for identifying victims of human trafficking or modern slavery and ensuring that they receive the appropriate support.

Central Government intends to require local authorities to adopt a Modern Slavery Statement but has yet to enact this in legislation. In the meantime, it is appropriate to set out how the Council supports the Modern Slavery Act 2015 and otherwise mitigates modern slavery risks. The action plan focuses on areas of high risk, contract management, and on how staff are being trained (or will be trained) to identify these issues. This is an ongoing matter, and Norfolk County Council will adapt the statement and its policies or procedures considering any further legislation and guidance issued, or because of operational feedback and best practice.

## **Recommendations:**

### **A: To consider and agree:**

- 1. The Modern Slavery Statement for the year 2022/2023 (in Appendix A) including the approach to the action plan; and**
- 2. To consider the Equality Impact Assessment (EqIA) at Appendix B.**

**B: To review the Action Plan (at 4.5) and the progress on modern slavery activity, that there is adequate governance, management of risks and effective communication on this topic with its residents and stakeholders.**

## **1. Background and Purpose**

1.1 Central Government has indicated its intention to extend Section 54 of the Modern Slavery Act to public bodies with an annual budget of £36 million or more, requiring them to publish an annual Modern Slavery Statement. It will produce guidance to help establish which public bodies would be captured by this requirement. The response states that legislation will be introduced when parliamentary time allows.

- 1.2 The proposed voluntary statement has been developed following consultation with the Council's directorates and focuses on high-risk areas, contract management, and staff training. The policy and approach will continue to evolve. A national survey on this topic was undertaken in 2021 and this prompted further consideration of where further action could be planned.

## 2. Proposal

- 2.1 It is proposed to Cabinet to:

- Consider the proposed Modern Slavery Statement for the year 2022/2023 (in Appendix A) including the approach to the action plan; and
- Consider the Equality Impact Assessment (EqIA) at Appendix B.
- Review the Action Plan (at 4.5) and the progress on modern slavery activity, that there is adequate governance, management of risks and effective communication on this topic with its residents and stakeholders.

## 3. Impact of the Proposal

- 3.1 The statement will set out the Council's commitment and approach to tackling modern slavery in all its forms; including where necessary, reporting suspicions for investigation and making referrals for victims.
- 3.2 An Equality Impact Assessment (EqIA) is presented at **Appendix B**.

## 4. Evidence and Reasons for Decision

- 4.1 The Council wishes to demonstrate how it supports the Modern Slavery Act 2015 through reporting suspicions for investigation and making referrals for victims; and by voluntarily producing and publishing an annual statement. All directorates have been consulted in its preparation, and the proposed statement is considered to properly identify the Council's commitment and approach. This statement was presented to the Corporate Select committee to provide an opportunity to consider and comment on the statement and where appropriate to pass comments to Cabinet. There were no comments to pass to the Cabinet.

### 4.2 Governance of Modern Slavery Activity

Executive Directors are required to confirm annually that they have met requirements relating to Modern Slavery. Modern Slavery Activity is undertaken by various specialisms including Procurement, Children's and Adult Social Services. Each specialism manages its own area. The collation of the Annual Statement and reporting are co-ordinated through a cross departmental

working group. The statement and a report on activity over the year are presented to and approved by Cabinet. Internal Audit work has been undertaken on this topic leading into an action plan. The Council is represented on partner bodies such as the Norfolk Safety Partnership. The action plan, further below (4.5), includes consideration of a central point of contact for Modern Slavery.

#### 4.3 Communicating effectively with its residents and stakeholders

The Annual Statement is reported to Cabinet for approval and published on the Council's website. An Equalities Impact Assessment is completed and presented to Cabinet for them to consider and agree alongside the statement. The statement draws on best practice. The statement is produced voluntarily, as the Government has not mandated compliance at this time. The Government intends to do so when parliamentary time allows. The statements will be uploaded onto the Government register run by the Home Office during the summer of 2023. Further promotion of the Modern Slavery activity is proposed during 2023.

#### 4.4. Management of Modern Slavery Risks

The key risks for the Council for the prevention, detection and reporting on Modern Slavery concerns are inadequate training and awareness of staff and our contractors that might encounter individuals who are at risk of or subject to slavery; inadequate procedures and supervision for making referrals and liaising with partner organisations, such as the Police; and, inadequate recording and reporting of concerns and incidents. The mitigating action is to ensure relevant officers and contractors have the training and support to be able to identify and recognise potential victims of modern slavery, take the appropriate action and that cases are monitored. Risks would be held at service or departmental level in the Council's risk management framework. The primary route for referrals to the National Reporting Mechanism (NRM) are through the MAST/MASH team based in County Hall. A significant number of referrals have been made by the team.

The Government reports that there were 16,938 potential victims of modern slavery referred to the Home Office in 2022 nationally, representing a 33% increase compared to the preceding year (12,706) and the highest annual number since the NRM began in 2009. The Home Office received 4,580 reports of adult potential victims, nationally, via the DtN process, the highest annual number since the DtN began.

There have been cases of modern slavery right here in Norfolk. The story below details a real case Our People from Abroad Team have handled.

“Someone said he would help me to find a job in Norfolk and even paid for my plane ticket to come here. However, when I arrived in Norfolk, I was told that I had to pay £100 weekly for 6 months in exchange for their help. They gave me a job in a car wash where I slept on a mattress in the garage. It was too loud to sleep because people came to drink and use drugs at night. I was promised to get £100 per day but my money went directly to the person who recruited me to pay off my debt for my flight.’

#### 4.5 Modern Slavery Action Plan

The 2020-2021 Modern Slavery Statement included an action plan, which has since been expanded following an internal audit. Progress and outcomes towards the broader action plan are set out below: 11 planned actions are ongoing and on track to be delivered in time for the next Cabinet report on this matter in late 2023. One action (Action 10) requires no further work. An officer working group has been formed, chaired by the Director of Procurement, to oversee progress.

Executive Directors were required to confirm delivery of the statement as part of the Annual Governance Statement from the Council’s audit team.

The action plan contains the following:

	<b>Action plan</b>	<b>Responsibility / update notes</b>	<b>Status</b>
<b>1.</b>	<p><b>Governance</b> - Strategically review the existing policies and assess which of these should be included in the Statement, considering the County Council’s commitment to identifying and eliminating Modern Slavery throughout the county and within its supply chains.</p> <p>Assess whether the policies and procedures need to be updated to include the relevant Modern Slavery elements, which includes references to Modern Slavery or the Statement. Ensure policies are updated within the required time frame.</p>	<p>Policies and procedures to be reviewed and updated prior to submission of the 2022-23 statement. The draft statement to be reported to Corporate Select Committee.</p>	<p>Ongoing</p> <p>Whistleblowing Policy done.</p>

	<b>Action plan</b>	<b>Responsibility / update notes</b>	<b>Status</b>
2.	<p><b>Communication</b> - Review and map Norfolk County Councils supply chains and conduct a thorough risk assessment of primary and secondary high-risk contractors, sectors and areas, whether product or service based. Discuss and agree the expectations and requirements in respect of the contract management process for Modern Slavery.</p>	<p>List of high-risk categories confirmed and included in the modern slavery statement at <b>Appendix A</b>.</p> <p>As part of work to segment contracts by risk and significance and define contract management expectations for each, expectations around modern slavery to be defined</p>	<p>Categories defined.</p> <p>Contract management expectations ongoing, to be completed for October 2023</p>
3.	<p><b>Communication</b> - Discuss how Norfolk County Council can provide guidance and training to enable staff (particularly those working in the frontline and in high-risk areas) to identify Modern Slavery when going about their work.</p> <p>For example, the Council may consider publishing guidance on its Intranet which sets out what employees should look for during site visits.</p>	<p>Per action 9, as part of work to segment contracts by risk and significance and define contract management expectations for each, expectations around modern slavery to be defined. This guidance will be published on the Intranet.</p> <p>As part of the review of policies at points 1-3, adequacy of links to safeguarding guidance to be reviewed</p>	<p>Ongoing</p>
4.	<p><b>Communication</b> - Assess whether Modern Slavery mandatory training should be extended to all staff employed by the Council. Reminders should be issued to managers to ensure mandatory training is completed within the first few days.</p>	<p>Officers agreed that such training ought to be targeted at specific groups of employees</p> <p>HR is updating the process to notify managers of non-completion of mandatory training.</p>	<p>Ongoing</p>

	<b>Action plan</b>	<b>Responsibility / update notes</b>	<b>Status</b>
5.	<b>Communication</b> - Set out clear reporting mechanisms, internal policies and procedures in the Statement and update the MyNet Modern Slavery section to reflect the Council's status as first responder and who staff, the public and those working within its supply chains can contact regarding any Modern Slavery concerns. For example, issuing guidance on who Contract Managers can contact if they have any concerns.	Reporting mechanisms to be reviewed	Ongoing
6.	<b>Governance</b> - Consider whether the Council requires an employee to act as a Modern Slavery directorate contact who would oversee the governance of any Modern Slavery issues that arise within that directorate.	Officers to explore whether, for certain directorates, a single point of contact is appropriate (given that Modern Slavery concerns can be reported directly to the Home Office), and whether a single point of contact for Adults and Children's services would be beneficial.	Ongoing
7.	<b>Risk management</b> - Consider whether to include appropriate Modern Slavery clauses in contracts which will require contractors to manage Modern Slavery risks in their supply chains.	Already included in many contracts. Wording standardised as part of review of JCT and NEC4 contracts. Already in place in waste contracts. To be reviewed in forthcoming revision of social care framework agreements	Ongoing

	<b>Action plan</b>	<b>Responsibility / update notes</b>	<b>Status</b>
8.	<p><b>Communication</b> - Consider offering appropriate Modern Slavery training to all contractors particularly those operating in key sectors where Modern Slavery is an identified issue and provide further guidance about the contractor's responsibilities in respect of Modern Slavery.</p> <p>Consider whether the Council should retain a central log of cases, and potential cases, of Modern Slavery identified within, and in its wider supply chains.</p>	To be reviewed by procurement, although the general context is that contractors are expected to undertake the employee training necessary to abide by the law and the terms of the contract.	Ongoing
9.	<p><b>Governance</b> - Consider the issue of suppliers who are entered onto a Framework and do not have to undergo regular or further Modern Slavery checks. Consider whether the monitoring for suppliers included on the Framework needs to be more robust/regular.</p>	Procurement will liaise with the customer department regarding what checks are to be carried out at the point of award. These may be best conducted at framework or call-off level and need to be proportionate to the level of risk, as set out in the segmentation criteria.	Ongoing
10.	<p><b>Communication</b> - Consider what the expectations and requirements are of HR/Payroll. In particular, consideration of how they will be informed about what is expected of them with regards to checking that salaries are paid directly into an appropriate, personal bank account amongst other things.</p>	The introduction of 'self service' to input own bank details makes checking redundant.	No further action
11.	<p><b>Communication</b> - Keep a record of the previous statements accessible to the public (providing URL links etc).</p>	The Group agreed this Action Point and noted that the Council's audit team will ensure this.	Agreed – when the new statement is signed off, previous statements will be archived but available

	<b>Action plan</b>	<b>Responsibility / update notes</b>	<b>Status</b>
12.	<b>Communication</b> - Update the Statement on the gov.uk site.	The 2020/21 and 2021/22 statements need to be uploaded to the register.	In progress

## 5. Alternative Options

5.1 Although the content of the statement could differ, the Council is expecting a requirement to produce and publish a statement, so no alternative option has been considered.

## 6. Financial Implications

6.1 None: publishing the Statement is in line with the Council's commitments to transparency, so should have no financial implications.

6.2 There may be implications in future years for levels of staffing in contract management to ensure that supply chain risks can be properly managed and adequate training provided.

## 7. Resource Implications

7.1 **Staff:** There will be an ongoing requirement for affected staff to carry out regular training to keep up to date with policy and best practice, but this is part of regular ongoing training and is not unduly onerous.

7.2 **Property and IT:** None

## 8. Other Implications

8.1 **Legal Implications:** The proposed statement is compliant with the obligations set out in s54 of the Modern Slavery Act 2015, although these are not currently legally binding on the council. Organisations, including the public sector, will eventually be required to publish their Modern Slavery statements on a central government register. The government register is now in place ([Find modern slavery statements - GOV.UK \(modern-slavery-statement-registry.service.gov.uk\)](https://www.gov.uk/modern-slavery-statement-registry.service.gov.uk)) and organisations outside of the remit of the Modern Slavery Act 2015 at this point may submit their Modern Slavery Statements on

a **voluntary** basis. It is anticipated that further primary legislation will be passed to regulate this when parliamentary time allows.

**8.2 Human Rights Implications:** Adopting the proposed statement will help to support the human rights of those who might otherwise be subjected to any form of modern slavery.

**8.3 Equality Impact Assessment (EqIA) (this must be included):** The assessment can be found at **Appendix B**.

**8.4 Data Protection Impact Assessments (DPIA):** None specifically as a result of this Statement.

**8.5 Health and Safety implications (where appropriate):** None

**8.6 Sustainability implications (where appropriate):** None

**8.7 Any Other Implications:** None

## **9. Risk Implications / Assessment**

9.1 Operational risks are described in the evidence above.

## **10. Select Committee Comments**

10.1 Resolved to accept the recommendations.

## **11. Recommendations**

**A: To consider and agree:**

- 1. The Modern Slavery Statement for the year 2022/2023 (in Appendix A) including the approach to the action plan; and**
- 2. To consider the Equality Impact Assessment (EqIA) at Appendix B.**

**B: To review the Action Plan (at 4.5) and the progress on modern slavery activity, that there is adequate governance, management of risks and effective communication on this topic with its residents and stakeholders.**

## **12. Background Papers**

12.1 The Government has published a response to its consultation on Transparency in Supply Chains. Annex D of that response sets out a [summary of commitments](#).

12.2 The Local Government Association has issued [Local authorities' modern slavery statements guidance](#).

12.3 [Modern Slavery: National Referral Mechanism and Duty to Notify statistics UK, end of year summary 2022 - GOV.UK \(www.gov.uk\)](#)

### **Officer Contact**

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

**Officer name:** Adrian Thompson, Assistant Director of Finance (Audit)  
**Telephone no.:** 01603 303395  
**Email:** [Adrian.thompson@norfolk.gov.uk](mailto:Adrian.thompson@norfolk.gov.uk)



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# Norfolk County Council's Modern Slavery Statement

## Introduction

Norfolk County Council is committed to preventing and acting against modern slavery and human trafficking in its corporate activities and in the wider community.

This statement sets out the actions that Norfolk County Council has taken and the policies and procedures it has adopted to understand modern slavery risks related to its activities and to help ensure slavery and human trafficking is not taking place within the organisation or through its partnerships and supply chains.

Follow this link for further information regarding [modern slavery](#).

This statement relates to the financial year 1<sup>st</sup> April 2022 to 31<sup>st</sup> March 2023.

## Organisational Structure and Supply Chains

Norfolk County Council is the upper tier local authority for Norfolk and provides a range of services itself, in partnership with third party organisations or via its supply chain.

The Council owns Norse Group Limited, the parent company of a range of companies which deliver services including social care, waste disposal, catering, grounds maintenance and property professional services, and Independence Matters, a social care provider. This statement does not cover these companies, who produce their own statements; nor does it cover the other, smaller companies that the council owns partly or as a whole.

The Council is a member of the Eastern Shires Purchasing Organisation (ESPO), which procures commodity goods and services on behalf of the council and of many Norfolk schools. ESPO has its own modern slavery statement.

The Council procures a wide range of goods and services and has identified certain supply chains as being higher risk for modern slavery. These are set out at Annex A.

Through its use of its in-house contractor, Norse Group Limited, for facilities management services, the Council has mitigated what would otherwise be a material modern slavery risk in cleaning, security and similar services.

## **Policies and Procedures**

The Council has adopted policies and procedures that help to prevent modern slavery and human trafficking. These include:

- Whistleblowing Policy and Procedure\*
- Standard of Conduct and Behaviour Policy
- Equality, Diversity and Inclusion Policy
- Anti-Fraud, Bribery and Corruption Policy
- Norfolk County Council Safeguarding Policy 2016
- Adult Social Services Safeguarding Policies, Procedures and Best Practice
- Norfolk Multi-Agency Safeguarding Adults Policy and Procedure
- Adult Social Services Human Trafficking Procedure
- Children's Services Procedures Manual

\*During the last year references to Modern Slavery were strengthened in this policy.

## **Procurement**

The County Council undertakes due diligence in its procurement process and acts in accordance with the Public Contracts Regulations 2015.

In accordance with Cabinet Office procurement policy note 08/16, the council excludes bidders where it is aware that they have committed offences under the following legislation:

- section 4 of the Asylum and Immigration (Treatment of Claimants etc.) Act 2004
- section 59A of the Sexual Offences Act 2003
- section 71 of the Coroners and Justice Act 2009
- section 2 or section 4 of the Modern Slavery Act 2015
- an offence in connection with the proceeds of drug trafficking within the meaning of section 49, 50 or 51 of the Drug Trafficking Act 1994.

The County Council's Contract Standing Orders require officers to include requirements in contracts where there is an elevated risk of modern slavery for appropriate risk mitigation.

Contract managers within directorates are required to monitor contracts and manage and mitigate against the risks associated with human trafficking and modern slavery. In respect of lower risk supply chains, our Standard Terms and Conditions contain provision for termination of an agreement with a supplier where there is failure to comply with social or labour law.

## **Employment**

The County Council operates a robust recruitment process which includes checks of all new employees to confirm their identity and the right to work in the United Kingdom. This process also involves securing references and ensuring salaries are paid directly into an appropriate, personal bank account. Managers who are involved in recruiting employees are required to complete mandatory recruitment and selection training and to adopt safer recruiting procedures where the prospective employee will encounter children and vulnerable adults in their roles.

The Council has rationalised its agency worker supply chain and its contract with its neutral vendor, Geometric Results International (GRI), requires GRI to carry out checks on the agencies it uses.

## **Training and Awareness Raising**

Norfolk County Council works within multi agency partnerships to protect and safeguard people and seeks to raise awareness of modern slavery through its key partners and partnerships. This includes the Multi Agency Safeguarding Hub (MASH) which is a partnership between Norfolk County Council social care, police, probation services and health services. MASH works to safeguard children and vulnerable adults in the community and to support professionals in understanding the threats to children or vulnerable adults, including modern slavery and human trafficking, to enable steps to be taken to prevent abuse.

Training on modern slavery has been delivered to procurement staff, commissioners, and contract managers, commissioned from Unseen.

The Council takes an active role in supporting Norfolk Police to respond to victims of modern slavery and human trafficking, utilising our specialist social work team to provide humanitarian support to victims, and ensuring that all NCC staff know how to raise concerns locally about modern slavery and human trafficking victims to CADS, Adult Safeguarding Team or the People from Abroad Team.

## **Reporting**

The County Council acknowledges its duty, as set out in Section 52 of the Modern Slavery Act 2015, to notify the Home Office of any individual encountered in England and Wales who it believes is a suspected victim of slavery and human trafficking.

**Councillor Kay Mason Billig**

**Leader of the Council**

**Tom McCabe**

**Chief Executive**



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## Annex A: Higher-risk supply chains

<b>Category</b>	<b>Rationale</b>
<b>Social care</b>	Adult social care is the Council's largest category of expenditure. Employers in this sector typically have high levels of staff turnover, a significant migrant workforce, and low levels of unionisation. The use of agency staff is considerable, and in care homes there are significant numbers of 'back room' staff in roles such as catering, cleaning and laundry.
<b>Waste disposal</b>	The waste disposal industry in the United Kingdom employs significant numbers of low-paid, casual and migrant staff and there are low rates of unionisation. The industry is considered high-risk for health and safety. Certain recyclates are exported for processing and this reduces the visibility of the supply chain.
<b>Highways and construction</b>	Construction is a higher-risk industry because it employs significant numbers of low-paid, casual and migrant staff, there are low rates of unionisation and there are often multiple tiers of contractors.
<b>Electronics</b>	There are significant risks throughout the electronics supply chain. These include for example: <ul style="list-style-type: none"><li>• the use of 'conflict minerals';</li><li>• coercion, child labour and dangerous working conditions in raw material extraction and processing;</li><li>• coercion, child labour and dangerous working conditions in assembly and sub-assembly.</li></ul>
<b>Catering</b>	Food production and food processing are both high-risk industries that employ significant numbers of low-paid, casual and migrant staff. The Council does not procure significant amounts of food directly, but it has large contracts for school catering and other catering services.
<b>Textiles</b>	The Council procures relatively small quantities of textiles (mainly uniforms and personal protective equipment) but this is a high-risk category for child labour, poor working conditions and coercion.
<b>Products derived from forestry products (rubber products, paper, furniture)</b>	Illegal logging raises significant environmental risks and in addition there are risks about use of slave labour by those carrying out illegal trade in forest products



# Norfolk County Council

## Modern Slavery Statement

## Equality Impact Assessment – Findings and Recommendations

September 2023

Assistant Director of Finance – Audit

Equality impact assessments enable decision-makers to consider the impact of proposals on people with protected characteristics.

You can update an assessment at any time to inform service planning and commissioning.

For help or information please contact [equalities@norfolk.gov.uk](mailto:equalities@norfolk.gov.uk).

## 1. The proposal: introduction of a Norfolk County Council Modern Slavery Statement

- 1.1 The Home Office has described modern slavery as ‘a serious and brutal crime in which people are treated as commodities and exploited for criminal gain. The true extent of modern slavery in the UK, and indeed globally, is unknown.’
- 1.2 Norfolk County Council’s Modern Slavery Statement (hereon referred to as the Statement), shown as Appendix A, sets out the authority’s response to intended changes to Section 54 of the Modern Slavery Act 2015 and indicates the first step towards a commitment to develop an approach to be adopted by the authority.
- 1.3 The Statement is being introduced in anticipation of new Government guidance, providing an opportunity for the authority to consider the potential impact of the proposals on people with protected characteristics in Norfolk as well as wider as a result of the authority’s supply chain. The Government has recently introduced its own Statement which can be found at [UK Government Modern Slavery Statement \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/671212/uk-government-modern-slavery-statement.pdf).
- 1.4 The Statement sets out what the council has done and plans to do to identify and respond to risks associated with modern slavery to individuals, operating practices and NCC’s reputation.

**2. Legal context** The Government has indicated that Section 54 of the Modern Slavery Act 2015 will be extended to public bodies which have a budget of £36 million or more ‘when parliamentary time allows’. Although this means that an exact timeline remains uncertain, it provides NCC with an opportunity to raise awareness both with staff and our supply chain as part of the organisation’s commitment ahead of the official deadline.

- 2.2 The purpose of the statement is to set out NCC’s approach to tackling issues associated with modern slavery that could impact upon the authority and the people of Norfolk.
- 2.3 This equality impact assessment considers the context for the introduction of the Statement and subsequent work to develop an approach that will support people with protected characteristics who may be vulnerable to this type of exploitation. Any detrimental impact identified will enable mitigating actions to be developed. Given the amount of uncertainty associated with modern slavery, including the level to which it affects Norfolk, there will be a need to monitor this EqIA with a view to refreshing it along with the Statement as more becomes known.
- 2.4 It is not always possible to adopt the course of action that will best promote the interests of people with protected characteristics. However, equality assessments enable informed decisions to be made that take every opportunity to minimise disadvantage.

**3. Information about the people affected by the proposal** Anyone can become part of modern slavery whether it be directly or indirectly through the purchasing of goods or the employment of those exploiting others. The following section covers some of the key protected characteristics that may contribute to someone's vulnerability in relation to modern slavery (to note that this is not an exhaustive list and is not in order of relevance).

3.2 Norfolk's population is around 916,120 (Norfolk's JSNA 2021), 51% of whom are female and 49% male, with more people living in King's Lynn & West Norfolk and fewer people living in Great Yarmouth and North Norfolk. In relation to modern slavery, 71% of reported cases in the UK relate to women and girls<sup>1</sup>. For the first time in 2021, the Census sought to capture the number of trans and non-binary people, however checks are taking place nationally currently to verify the accuracy of this data and it will be included when available.

3.3 The ethnicity of people in Norfolk can be roughly broken down as follows:

- White: 94.7%
- Asian, Asian British or Asian Welsh: 2.1%
- Mixed or multiple ethnic groups: 1.6%
- Black, Black British, Black Welsh, Caribbean or African: 0.9%
- Other ethnic group: 0.7%

There are approximately 160 languages spoken in the county; English is not the first language of around 12,400 school children in the county.

3.4 Although complex, the current data compiled by ONS shows that almost a quarter (23%) of the 6,985 potential victims referred through the NRM (National Referral Mechanism part of the Home Office) in the year ending December 2018 were UK nationals. However, the ability to communicate, understand basic human rights and be part of a stable community may all be factors that can make someone more vulnerable to modern slavery. This includes individuals who may have fallen subject to those keen to exploit their desire to live in the UK who may not be known to the authorities.

3.5 In 2019 the non-UK born population in Norfolk was estimated to be 76,000 or around 7.8%. This is significant as these totals may include migrant workers and asylum seekers, who are at increased risk of modern slavery.

3.6 As of 2020, the average annual gross pay in Norfolk was around £22,860. Over the last year Norfolk's pay gap has widened compared with national pay levels with Indices of Deprivation (2019) showing that Norfolk had experienced an increase in relative deprivation compared with 2015 and 2010. Of Norfolk's 538 Lower Super Output Area's, 97 have moved to a relatively more deprived decile compared with 2015 and around 135,000 Norfolk residents live in areas which have been classified as being among the 20% most deprived in England<sup>2</sup>. There are around 21,820 children living in families with absolute low-income, and around 28,150 children living in families with relative low-income in Norfolk. Great Yarmouth, Norwich and North Norfolk each have higher rates of children living in low-income families, for both absolute and relative low-income, than the Norfolk average. This is significant as individuals with low or no income may be more vulnerable to the types of exploitation involved in modern slavery.

- 3.7 Key employment sectors where modern slavery has been identified in the UK include:
- Sex workers
  - Domestic roles such as cleaners and childcare providers (nannies)
  - Construction
  - Farming
  - Textiles
  - Car washes
  - Nail bars
- 3.8 Figures from 2020<sup>3</sup> show that construction (15%) and agriculture (10%) make up a significant part of the Norfolk economy. Workers from both sectors are at risk from modern slavery partly because of the transitory nature of their working environment, often moving from site to site. Norfolk County Council commissions significant construction work and is the landlord for a significant farming estate.
- 3.9 It is estimated that there are 17,284 adults with a learning disability who are residents of Norfolk; 73% of these adults are aged between 18-64 years. Of these adults 3% have Down's Syndrome; 41% are also autistic and 3% have complex behaviours (behaviours which may be difficult to initially see the reasons for, and that people often find hard to accept, eg physical or verbal aggression, aggressive behaviour, self-injury, impulsivity, or disinhibited behaviour). Individuals with a learning disability or complex behaviours may be more vulnerable to the types of exploitation involved in modern slavery. This includes indirect association, for example, through cuckooing (a practice where people take over a person's home and use the property to facilitate exploitation).
- 3.10 For most people Norfolk is very safe: it continues to have one of the lowest crime rates in the country. Norwich and Great Yarmouth continue to have higher crime rates than the Norfolk average. Norfolk's Crime Severity Score is better (lower) than the scores for the region and nationally, although the county has a higher score increase, indicating that the seriousness of types of crimes committed in Norfolk is increasing at a faster rate than regionally and nationally. The restrictions placed on individuals because of the pandemic have led to some changes in behaviour associated with crime which are yet to be fully understood. For example, those wishing to undertake grooming activity have made greater use of online platforms, this, coupled with the fact that most of us have been using such facilities for work and education mean that some individuals may be more at risk of exploitation than previously.
- 3.11 Modern slavery is a complex crime that covers all forms of slavery, trafficking and exploitation. Trafficking includes transporting, recruiting or harbouring an individual with a view to them being exploited. Modern slavery crimes may involve, or take place alongside, a wide range of abuses and other criminal offences such as grievous bodily harm, assault, rape or child sexual abuse. The Norfolk coastline may provide a potential route into the UK for those involved in human trafficking as they may be able to operate with less anonymity than in other areas of the UK. As an international airport, Norwich may also provide a route which may be perceived by some as less risky than larger facilities such as Heathrow or Gatwick.
- 3.12 Although the picture relating to modern slavery in the UK is a complex and evolving one, the demographics shown above demonstrate that Norfolk's population, particularly those with protected characteristics linked to their sex, age, ethnicity and

disability may be at particular risk from modern slavery. It is also important to remember that the figures stated are only those individuals 'known' to official data sources, it is likely that a high proportion of those vulnerable to these types of exploitation may be unknown to authorities.

- 4.1 The Statement has the potential to have a positive impact on individuals with protected characteristics. This is because it makes a clear statement as to the authority's rejection of any activity or association with modern slavery and all activity held within it.
- 4.2 Activity in support of the Statement will help those who work for the Council working with vulnerable people and those responsible for commissioning activity on behalf of the authority to better understand what is meant by modern slavery.
- 4.3 For frontline staff this will include support/training to help identify clients who may be at risk from this form of exploitation as part of their safeguarding role. This is felt to be particularly important as many individuals involved in modern slavery may be fearful of authority figures associated with enforcement activities such as the police. The close working relationship between social care and health is also an important contributing factor to the identification and support of those subject to this type of exploitation.
- 4.4 Contracts will contain appropriate clauses requiring contractors to manage modern slavery risks in their supply chains. Appropriate training will be provided to contract managers. As a major commissioner of activity within the county as well as employer, Norfolk County Council is able to influence some of the key sectors where modern slavery is an identified issue.
- 4.5 The payment of a living wage to staff also means that, as a responsible employer, the authority is able to support those working for us to support their families financially, making them less vulnerable to exploitation. However, this does not mean that members of staff and their families are immune. By training individuals to spot the signs of modern slavery and providing support to staff through HR policies such as whistle blowing and a culture of inclusion, NCC can provide those working for us with the tools they need to help themselves as well as family and members of their community recognise and report suspicions. We require suppliers to deliver their services in accordance with the law. Higher risk, larger contracts have more onerous and precise requirements.
- 4.6 A strict recruitment process means that an individual's eligibility to work in the UK is checked prior to engaging them as a member of staff. This ensures that the identity of the individual is known and that information such as whether wages are being paid into a personal account can be checked. In relation to roles working directly with vulnerable clients, members of staff are also required to be DBS checked.
- 4.7 Rules about acceptance of hospitality and gifts also help to maintain the integrity of officers and may be a way of identifying those that seek to exploit the authority as a business and/or its clients.
- 4.8 Accessibility of the Statement will be particularly important to ensure that the authority's intentions are clear. This will be achieved by publishing the Statement on the NCC website in an accessible format as well as making it available in different formats/languages as requested. This is felt to be key to ensuring that the Statement is clear to those who may be most at risk to modern slavery.

- 4.9 Promotion of the Statement to staff will be carried out through internal briefing mechanisms and those in relevant positions will be encouraged to promote it through their own professional networks and partnerships.
- 4.10 Ongoing monitoring of delivery of the Statement (to be carried out annually) will be reported to elected members as well as members of staff to ensure that the Statement and the areas of activity stated within it remain relevant as understanding of modern slavery evolves in the UK.
- 4.11 Where concern relating to modern slavery is raised involving a member of staff, client, commissioned service or contractor/supplier, mechanisms are in place to support those who are vulnerable/at risk. The Statement will be linked to reporting mechanisms, reflecting NCC's status as a 'first responder' in relation to the Act, as well as clearly identifying the relevant internal policies/procedures.
- 4.12 Based on the evidence available, this proposal is **not likely** to have a detrimental impact on people with protected characteristics.
- 5.1 There is no legal impediment to going ahead with the proposal. It would be implemented in full accordance with due process, national guidance and policy. Similar proposals have been implemented elsewhere in the UK.
- 5.2 Decision-makers are therefore advised to take these impacts into account when deciding whether the proposal should go ahead, in addition to the mitigating actions recommended below.

## 6. Recommended actions

Number	Action	Lead	Date
1.	Publish the 2022-2023 Statement on the Council's website and communicate the Statement widely across it and the Council's supply chains and businesses, ensuring that the Statement is in an accessible format and available in different formats/languages (if requested). Consider whether there are additional opportunities to promote the Statement widely amongst staff, stakeholders, the public and the Council's supply chains.	Assistant Director of Finance (Audit)	4 September 2023

## 7. Evidence used to inform this assessment

- Norfolk County Council's [Equality, Diversity and Inclusion Policy](#)
- Norfolk County Council's [Equality, Diversity and Inclusion Objectives](#)
- Demographic factors set out in [Norfolk's Story 2019](#)
- Norfolk County Council [Area Reports](#) on Norfolk's JSNA relating to protected characteristics:
- Business intelligence and management data, as quoted in this report

- Equality Act 2010 and Public Sector Equality Duty codes of practice

## 8. Further information

For further information about this equality impact assessment please contact Adrian Thompson – Assistant Director of Finance – Audit.

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<sup>1</sup> Data source – Norfolk Anti-Slavery Network [Norfolk Anti-Slavery Partnership \(norfolkantislavery.org\)](http://Norfolk Anti-Slavery Partnership (norfolkantislavery.org))

<sup>2</sup> The most deprived areas in Norfolk are largely centred around the urban areas such as Norwich, Great Yarmouth, and King's Lynn, as well as some market towns such as Thetford, Dereham, and Watton.

<sup>3</sup> Data reference Norfolk Insight [Norfolk Economy and Employment Statistics - Norfolk Insight](#)

# Cabinet

Item No: 10

**Report Title: West Winch Housing Access Road – Project update**

**Date of Meeting: 04 September 2023**

**Responsible Cabinet Member: Cllr Graham Plant** (Cabinet Member for Highways, Infrastructure & Transport)

**Responsible Director: Grahame Bygrave** (Interim Executive Director for Community and Environmental Services)

**Is this a Key Decision? Yes**

**If this is a Key Decision, date added to the Forward Plan of Key Decisions: 06 April 2023**

## **Executive Summary / Introduction from Cabinet Member**

The South-East King's Lynn Strategic Growth Area, more recently referred to as the West Winch Growth Area, has been identified in the King's Lynn and West Norfolk Local Plan as the primary site for substantial housing development. This development comprises 4,000 new homes on land between the A10 and A47. The site has been selected as the only location available in the area for such levels of growth and due to its close proximity and links to King's Lynn. There are significant capacity issues with the existing A10 as it approaches the Hardwick junction from the south through the village of West Winch. The full scale of housing development cannot come forward without new highway infrastructure, supported by sustainable transport improvements, that mitigate the impacts of the additional traffic demand.

The County Council is working in partnership with the Borough Council of King's Lynn and West Norfolk (BCKLWN) to expedite the required highway infrastructure in the West Winch area and coordinate this with the provision of the housing delivery. This comprises the West Winch Housing Access Road (WWHAR), which includes improvements to the Hardwick Interchange, dualling of a section of the A47 and a new road between the A47, just east of Hardwick Interchange, and the A10, to the south of the village of West Winch.

The WWHAR is a significant and important project for King's Lynn and West Norfolk, one that supports the planned housing delivery that is important for future growth

aspirations, and one that enables a solution to the long-standing concerns about traffic issues on the existing A10 through the village of West Winch.

A Strategic Outline Case (SOC) was submitted to the Department for Transport (DfT) in March 2021 and was subsequently approved in July 2022. This included a cost estimate of around £65m, an updated project cost estimate is included within this report and will be included in the Outline Business Case (OBC) currently planned to be submitted before the end of September 2023.

If approved, the majority of the WWHAR project costs will be provided by DfT as part of their Major Road Network funding programme. There will also be a local contribution that is funded by the future housing developments. A contribution has also previously been provided from the Pooled Business Rates fund for the scheme development.

Since the submission of the SOC ongoing national and worldwide impacts have affected world markets and caused significant inflation impacts, notably within the construction sector.

The acquisition of land required for the WWHAR is ongoing (working closely with the BCKLWN) and details of this are included in the report, along with details related to the Side Roads Order process.

This report provides a project update, outlines the next stages for the project, including revisions to the budget and delivery programme since the SOC submission, and seeks Cabinet's approval to continue the delivery of the project. The report also seeks delegated authority for the final approval of the Outline Business Case ahead of its submission to the DfT, to continue the development of the planning application, noting the results of a pre-planning application consultation. A further report will be provided to Cabinet to seek approval to submit the planning application and to commence the procurement process for the project.

### **Recommendations:**

- 1. To note the details presented in this report, including the results of the public consultation, and approve the continued delivery of the WWHAR project.**
- 2. Delegate to the Executive Director of Community and Environmental Services (CES), in consultation with the Cabinet Member for Highways, Infrastructure & Transport, the authority to agree the finalised OBC and submit it to the DfT.**
- 3. Agree to continue the development of the Planning Application and Side Roads Order and to note that a further report will be presented to Cabinet to seek agreement to submit the applications and will also include details regarding the procurement strategy for the project.**
- 4. To note the proposals for Land Acquisition.**

5. **To agree to temporarily increase the Council's contribution by £1.05m until this is reimbursed when DfT (and Homes England) funding is approved.**

## **1. Background and Purpose**

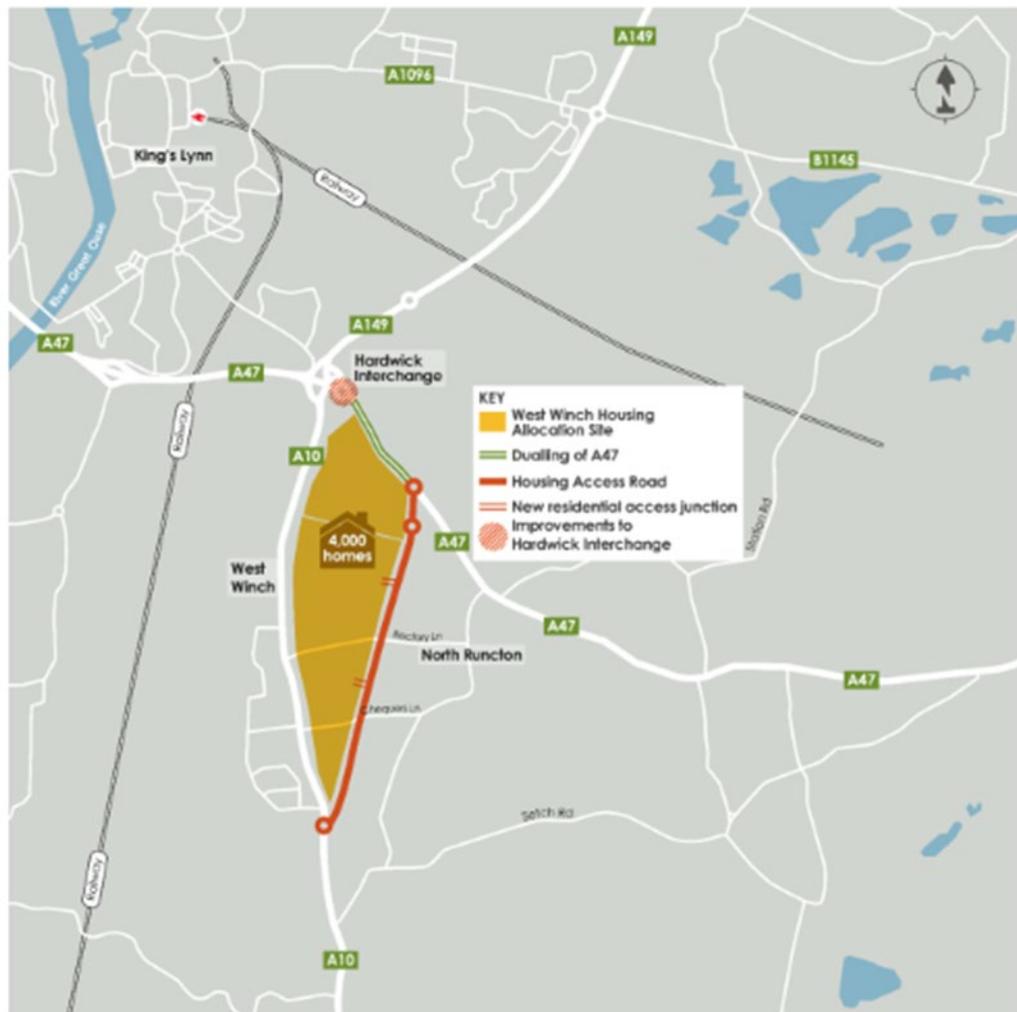
### **Background**

- 1.1 As set out in the March 2021 Cabinet report, the West Winch Housing Access Road (WWHAR) is strategically important for Norfolk to enable 4,000 new homes and provide an alternative route for traffic using the A10, resolving long-standing issues for the community in West Winch. The additional highway capacity will absorb the impact of the planned housing growth and reduce delays for the strategic through traffic on the A10.
- 1.2 The WWHAR will:
  - Enable up to 4,000 new homes to be built as set out in the Local Plan – this is not possible without the highway infrastructure
  - Bring new households to the area providing an expanded labour market
  - Provide relief for West Winch from strategic traffic movements including HGVs
  - Reduce existing congestion problems on the A10 and improve residential amenity for West Winch
  - Improve journey time reliability for all users including business trips into and around the King's Lynn area
  - Enable sustainable transport options to be developed to provide an improved choice of transport options
- 1.3 The County Council has been working closely with BCKLWN to develop the WWHAR that is essential to support the planned delivery of the Growth Area. A master plan has been developed and a consultation on this was completed by BCKLWN during 2022. A summary of the results of that consultation are provided in Appendix A.
- 1.4 The northern section of the planned Growth Area, known as Hardwick Green, has a planning application submitted, with the developer, Hopkins Homes, set to deliver up to 1,100 new homes. The development will contribute to the required infrastructure to support the growth, including towards the construction of the WWHAR.
- 1.5 Assessments have indicated that without transport intervention only up to 300 homes can be developed on the Hardwick Green site with the provision of a new junction onto the existing A10. A further 800 homes on this northern site could come forward at a later stage, however a new access road would need to be constructed connecting the site to the A47 (including

roundabouts for access/interchange). This is unlikely due to costs and implications to the development viability assessments, and the developer is therefore working with NCC and BCKLWN to support the delivery of the WWHAR. To achieve delivery of all 4,000 homes within the planned growth area, the WWHAR scheme must be delivered.

- 1.6 The WWHAR scheme comprises a number of highway interventions within the vicinity of the development ensuring the growth area is connected and that the highway network can cope with the increase in demand. The main elements of the WWHAR scheme include:
- A housing access road to the east of West Winch connecting the A47 with the existing A10. This will provide the additional road capacity necessary to accommodate traffic associated with new dwellings;
  - A roundabout on the housing access road providing access to the Hardwick Green planned development;
  - Two more roundabouts on the housing access road to serve proposed dwellings that are south of the planned Hardwick Green development;
  - A roundabout on the housing access road, at its southern end, providing a connection to the existing A10, near Gravelhill Lane;
  - Modifications to the existing Hardwick Interchange to accommodate additional housing traffic plus re-orientation of trips through the junction;
  - Dualling of the existing A47 between Hardwick Interchange (Constitution Hill roundabout) and the new housing access road roundabout junction;
  - Treatment of local roads severed by the housing access road, including proposals for a road bridge over Rectory Lane (to maintain connectivity between West Winch and North Runcton) and the closure of Chequers Lane with potential for a pedestrian & cycle crossing where the WWHAR crosses it.
- 1.7 The Local Plan (currently the subject of a review process by the planning inspectorate), Site Allocations and Development Management Policies (adopted in 2016), indicated a general alignment for the access road that formed part of the appropriate transport infrastructure to enable the planned housing growth. This alignment was on the basis of the scheme development and options appraisal work. Therefore, the location of the housing access road considered within the SOC aligns to the general alignment set in policy. Figure 1-1 below shows the proposed WWHAR scheme.

Figure 1-1 - WWHAR Scheme



- 1.8 In parallel to the development of the SOBC for the WWHAR, the Masterplan for the Growth Area has been developed by the BCKLWN. The Masterplan includes provision to ensure that future residents are able to walk and cycle safely and conveniently within the development itself and also to local destinations. Walking and cycle facilities within the development area will tie-in to the combined footway / cycleway that will be provided along the length of the WWHAR and also connect to existing facilities located in West Winch and on the A10.
- 1.9 The Masterplan is also being designed to ensure that the development area can be served by bus services and that public transport is considered as a genuine alternative to car travel for future residents.
- 1.10 Within the wider area the Local Cycling and Walking Infrastructure Plan (LCWIP) is being developed that will consider how to connect the development site to key hubs including King's Lynn, further encouraging active travel. Delivery of the housing development and access road will support the realisation of these wider initiatives in the area, providing a

comprehensive package of measures that addresses the needs of the local community.

- 1.11 A Sustainable Transport Strategy (STS) is being developed to support the WWHAR project and will be included as one of the documents within the planning application. Details will also be included within the OBC. The strategy aims to identify a complementary package of sustainable travel measures facilitated by the WWHAR. Details will be included in the finalised OBC.

### **Policy Context/Alignment**

- 1.12 This Strategic Case within the OBC will describe NCC's strategic aims and responsibilities and set out the policy context in which the scheme has been developed. It will consider the relevant legislation, policy, plans and strategies at a national, regional and local level, to identify the key themes and priorities. The proposed WWHAR scheme is closely aligned with the following national, regional and local transport plans, policies and strategies:

#### **National**

- Decarbonising Transport: A Better, Greener Britain (DfT, 2021)
- Build Back Better: Our Plan for Growth (HM Treasury, 2021)
- Net Zero Strategy: Build Back Greener (Department for Business, Energy & Industrial Strategy, 2021)
- Environment Act (Department for Environment, Food & Rural Affairs, 2021)
- National Infrastructure Strategy (HM Treasury, 2020)
- Ten Point Plan for a Green Industrial Revolution (HM Government, 2020)
- Gear Change (DfT, 2020)
- Cycling and Walking Investment Strategy / LTN 1/20 (DfT, 2020)
- Green Book Update (HM Treasury, 2020)
- The Government's Industrial Strategy (BEIS, 2017)
- The Government's Transport Investment Strategy (DfT, 2017)
- The Government's Road Investment Strategy 2 2020 - 2025 (DfT & Highways Agency, 2020)

#### **Regional**

- Norfolk Strategic Infrastructure Delivery Plan 2022 (NCC, 2022)
- Norfolk and Suffolk Economic Strategy (New Anglia LEP, 2022)
- Local Transport Plan 4 Strategy 2021-2036 (NCC, 2021)
- Investment and Delivery Plan (Transport East, 2020)
- Transport Strategy (Transport East, 2019)
- Norfolk County Council Environment Policy (NCC, 2019)
- The A47: Investing in East-West Success (A47 Alliance, 2019)

- Integrated Transport Strategy for Norfolk and Suffolk (New Anglia LEP, 2018)

### **Local**

- King's Lynn Transport Study and Strategy (NCC and BCKLWN, 2020)
- North Runcton & West Winch Neighbourhood Plan 2016 - 2026 (BCKLWN, 2017)
- King's Lynn & West Norfolk Local Plan - Site Allocation and Development Management Policies (BCKLWN, 2016)
- BCKLWN Local Development Framework Core Strategy (BCKLWN, 2011)

### **Project Objectives**

1.13 A range of project objectives have been developed to align with the current strategic objectives presented in national, regional and local policy and associated guidance. The objectives reflect the issues and opportunities identified within the SOC and engagement with local communities. The Outline Business Case (OBC) also sets out the aims and objectives of the WWHAR, which are to:

- Drive economic growth by supporting housing delivery, employment growth and Levelling Up in King's Lynn.
- Enhance the A10's role as a strategic link supporting the wider King's Lynn economy.
- Provide a more resilient road network to improve journey time reliability and safety for all users.
- Improve the quality of life of residents of West Winch by reducing the volume of non-local journeys through the village.
- Provide better conditions in West Winch and along the A10 for travel by non-motorised modes.
- Increase active mode connectivity with the wider public transport network.
- Reduce carbon emissions and improve local air quality by alleviating congestion, supporting the decarbonisation agenda.

1.14 The WWHAR is part of the response to the challenges in the Housing White Paper (2017): Fixing our broken housing market. A key objective of the scheme is enabling the delivery of about 4,000 new homes and associated community infrastructure. Without the WWHAR, very little of this can be delivered.

1.15 The WWHAR is not only key to the delivery of local housing targets. The reduction of HGVs and other through traffic will improve air quality within West Winch and reduce traffic noise on the existing A10. This will increase

the attractiveness of the village for existing and new residents and supports the objective of planning for the right homes in the right places.

### **Public Consultation**

- 1.16 A pre-planning application consultation ran for 8 weeks between 14 November 2022 until 8 January 2023, consisting of a survey, printed brochure, an online virtual room, and three in person drop-in events at West Winch Primary School and The Village Meeting Place in North Runcton. A total of 149 respondents provided feedback to the consultation. NCC has engaged with local communities to ensure the proposed route meets the needs of local people and take advantage of local knowledge. Overall, local communities engaged positively and provided valuable feedback to help shape the development of the scheme. Details of the consultation are provided in Appendix A.
- 1.17 The proposed walking and cycling links parallel to the access road were largely supported by respondents, as were new controlled crossing points for pedestrians and cyclists. Concern over the scale and phasing of the housing delivery, environmental impacts and the potential impact of congestion were emphasised, with particular concerns noted over traffic impacts and delays, and potential damage to the rural setting of West Winch. Feedback from the consultation confirms the problems on the A10 through West Winch and at the Hardwick junction, that it is an existing congestion hotspot with frequent slow-moving tailbacks and delays.

### **Drainage**

- 1.18 The drainage strategy envisages surface water being drained from the carriageway via gullies and stone filled filter drains and then attenuated via a series of basins before discharging to existing watercourses at controlled rates to ensure no detriment to existing drainage systems. Principals for the drainage design have been agreed in collaboration with the Lead Local Flood Authority (LLFA) for Norfolk and with National Highways through continuing regular consultation meetings. The drainage design is following the principles of Sustainable Drainage Systems (SuDS) to control water quantity and quality and provide amenity and biodiversity benefit. The detail of the drainage design is being progressed with continued consultation with stakeholders to ensure a compliant design that will be finalised and presented with the planning application.

### **Biodiversity Net Gain (BNG)**

- 1.19 Current national planning policy and the Council's own Environmental Policy encourages new or proposed development to demonstrate BNG, and, with its successful passage through parliament, the Environment Bill makes this

mandatory. BNG involves leaving habitats in a measurably better state than before development took place. The national policy produced by Defra for biodiversity net gain seeks a 10% uplift in biodiversity after development and is based on the area of habitats directly and indirectly affected by a scheme. As the Environment Bill has received Royal Assent, BNG is now mandatory. This is likely to be implemented through compulsory planning conditions requiring the discharge of a BNG delivering at least a 10%.

- 1.20 A habitat condition assessment of the site has been updated for the WWHAR project and the mapping for the pre-development habitats is currently ongoing and will be included within the planning application. The proposed landscape plans are being produced by the landscape architects which will be used to inform the post-development habitat calculations. Once mapping is completed and this has been through quality assurance, the pre-development and post-development habitats will be input into the latest version of the Natural England Biodiversity Metric (4.0). This metric will determine the change in biodiversity (expressed as biodiversity units) and the percentage change. These calculations will inform the Interim Biodiversity Net Gain (BNG) Assessment.
- 1.21 The requirements for BNG, which have become mandatory since the submission of the Strategic Case for the WWHAR, along with the development of the landscaping design and ecological mitigation, has resulted in new opportunities being recognised. The use of additional land to the east of the WWHAR will include additional habitat creation for ecological and landscape mitigation and contribute to the BNG habitat creation within the schemes Red Line Boundary (RLB – see details below). By delivering BNG within the RLB, it limits the need for any offsite habitat creation. This additional area creates further added benefits by providing for increased ecological connectivity, compensatory habitat for protected and notable species/habitats and landscape screening to existing residential properties to the east (ie for existing properties in North Runcton).

### **Red Line Boundary**

- 1.22 The Red Line Boundary (RLB) sets out the limits of the project, which is important to define for the purposes of all of the necessary assessments required to be completed within the planning application, but also to ensure the land required for the project can be defined.
- 1.23 During project development a change to legislation, which requires including 10% BNG within scheme proposals, has become the industry standard (see section above). This change along with the development of the landscaping design and ecological mitigation, has resulted in new opportunities being realised, and this has also been used to inform the RLB.

1.24 Securing land to the east of the WWHAR also allows for potential reconfiguration of drainage features that will also enable maximising housing areas to the west of the WWHAR. It also enables necessary space to allow for completion of the detailed design for the WWHAR project. The proposed RLB also provides the opportunity to maximise land ownership boundaries within the scheme and avoids returning small irregular shaped plots back to landowners. It will also potentially support and enhance the greenspace requirements of housing development to come.

### **Sustainable Transport Strategy**

1.25 Since the preparation of the WWHAR SOC, national transport policy has shifted to require more focus on the promotion of sustainable and active travel modes, 'levelling up' the UK, and decarbonising the transport network in order to achieve 'Net Zero' transport emissions by 2050. Accordingly, the scope of the scheme has been extended to include sustainable active travel and public transport measures.

1.26 Considering the changes to the policy landscape, a Sustainable Transport Strategy (STS) is being prepared to accompany the planning application and details will be included in the OBC submission for the WWHAR. The STS details will respond to queries raised by DfT in respect of active travel provision and bus priority measures. The STS is therefore being developed alongside the main WWHAR design proposals and presents a range of complementary interventions to support the sustainable travel objectives of the WWHAR scheme.

1.27 To deliver the large-scale growth in the West Winch area, as set out in the Local Plan for the King's Lynn and West Norfolk, the evidence shows that additional highway capacity is required to accommodate the traffic generated from the planned 4,000 new homes. The WWHAR will provide that capacity, as well as a high-quality new route to MRN standards that will provide relief for existing A10 through West Winch village. In delivering the WWHAR, it will provide a new road that can take the longer distance strategic traffic movements, which comprises a high proportion of Heavy Goods Vehicles (HGV), and this enables improvements for sustainable transport options to be realised.

1.28 Crossings / Accessibility Options:

- Signalised crossing points / raised tables at key entry and exit points
- Non-Motorised User (NMU) connections between Rectory Lane and the proposed access road
- Crossings and shared routes at the southern end of WWHAR to the new school to the southwest of West Winch
- Segregated cycle route on the western side of the new WWHAR
- Crossing facilities at Chequers Lane

### 1.29 Non-Motorised User (NMU) Route Options:

- Pedestrian / cycle route improvements along the existing A10, including from the north of the development towards Hardwick Roundabout
- Enhanced connectivity with Hardwick Industrial Estate
- NMU routes connecting with former railway lines towards East Kings Lynn
- Upgrades to existing footpaths and bridleways

### 1.30 Public Transport Route Options:

- Potential for bus priority on the approach to Hardwick Roundabout
- Re-routing of existing bus services to serve the new development
- Improved bus services to Kings Lynn / Watlington
- Changes to existing service patterns – more evening & weekend services
- Increased 7am-7pm frequency on existing services

## 2. Proposal

### Programme

2.1 The consultation details set out the anticipated timescales for the delivery of the WWHAR project. There have been some minor adjustments and the updated key milestones are provided in more detail below:

- Strategic Outline Case (SOC) submission (completed 2021)
- SOC approved by DfT (completed mid-2022)
- Public Consultation (completed late 2022/early 2023)
- Outline Business Case Submission – planned September 2023
- Planning Application Submission – planned to be by end of 2023
- DfT assessment of Outline Business Case – expected early 2024
- Undertake procurement of contractor – during 2024
- DfT Full Business Case approval – expected by Spring 2025
- Construction Start – expected Spring/Summer 2025
- WWHAR Opening – expected by Summer 2027

2.2 The planning application submission set out above will be subject to a separate report and approval by Cabinet later in 2023 when the details of the application are further developed.

2.3 Assuming all necessary approvals are completed and the FBC submission is approved by DfT within the assumed minimum time period, the construction of the scheme is programmed to commence as soon as possible in the Spring of 2025, and be completed in within around two years, in Spring/Summer 2027.

### **Work ongoing through this 2023/24 financial year**

- 2.4 To progress with scheme development to the agreed programme several workstreams are ongoing. The principal items of work are as follows:
- Following approval of the SOC in July 2022, complete the ongoing development of the Outline Business Case (OBC) in preparation for submission to DfT by late summer 2023 (note that Cabinet approval is being sought to delegate approval of the finalised OBC and its submission to DfT to the Executive Director of CES, following consultation with the Cabinet Member for Highways, Infrastructure and Transport).
  - Instruct WSP to complete the outline design and prepare the necessary documentation to finalise the planning application.
  - Submit the planning application to secure the necessary planning permission as soon as possible during 2024 (noting that a separate report will be brought to Cabinet as soon as possible to seek agreement to submit the application).
  - Make and seek confirmation of the necessary Side Roads Order(s) (SRO) – see details further below – to make the necessary changes to the existing highway and private accesses.
  - Secure land agreements to ensure land assembly (linked to work undertaken by KLWNBC to complete a collaboration agreement with landowners to enable the delivery of the Growth Area).
  - Instruct necessary public utility advance diversionary works, in particular the advance design for the diversion of two high pressure gas mains (to be designed and delivered by National Grid Gas).
  - Commence a procurement exercise in 2024 to appoint the Contractor (and possibly the detailed Design consultants) for main construction works (procurement details and strategy to be presented in a later report to Cabinet).

### **Work planned for next financial year (2024/25)**

- 2.5 Under the assumption that the tasks identified within the current financial year (above) have been successfully completed or are as far through their programmed durations as planned, the principal work items for next financial year will be as follows:
- Conclude planning consent and complete any pre-commencement conditions.
  - Complete the SRO process, with approval confirmation by the Secretary of State.
  - Commence and complete procurement process.
  - Submit a Full Business Case (FBC) to DfT to draw down final funding for construction.
  - Award contract and instruct preferred Contractor to start works.

- National Grid Gas diversion to be instructed and to commence as soon as possible to minimise disruption to the main construction works.

### **Procurement Strategy**

- 2.6 The WWHAR project team will work closely with the NCC Procurement Team. The collective experience of leading on other major projects will be invaluable to inform this process. An officer group has already been established and is considering the contractual approach to delivering both the design and construction for the WWHAR. Although the two elements are very different in their requirements, how they are delivered needs to be considered at the same time, taking account of project complexity and risk management.
- 2.7 The proposals for the form of contract to use to procure the services to deliver the proposed WWHAR scheme have not been developed yet. The decision will be based on an assessment of potential options and their ability to best meet the requirements of the project. The requirements will reflect the specific factors of the proposed scheme, including but not limited to, the stage of development of the project, process and construction risks and the balance of transfer of risks to other parties so that the risk sits with the party best placed to manage it. The experience of delivering other major projects will also be included in any recommendations on the preferred procurement strategy.
- 2.8 Procurement strategy options will be detailed in the OBC and a more detailed proposed approach will be reported for approval at a future Cabinet meeting. This will include reference to Social Value and any targets or expectations that are to be incorporated into the procurement proposals.

### **Side Road Orders (SRO)**

- 2.9 The WWHAR will impact on existing highway and private accesses that cross or enter the route the WWHAR will follow. The WWHAR will cross existing highway both vehicular (including Rectory Road and Chequers Lane) and potentially other highway, including public footpaths. This will require the stopping up, improvement and/or the construction of new highway for purposes connected with the alterations to the existing highway and the stopping up and replacement (where necessary) of private accesses. This requires the making of an SRO.
- 2.10 The SRO process and details of the necessary Orders for the WWHAR project will be detailed further in the next report to Cabinet that will also set out the details of the planning application. That report will seek Cabinet approval to submit the planning application and to commence the making of the SROs.

## **3. Impact of the Proposal**

### 3.1 The WWHAR will:

- Enable up to 4,000 new homes to be built as set out in the Local Plan – this is not possible without the road and sustainable transport improvements.
- Bring new households to the area providing an expanded labour market.
- Provide relief for the existing West Winch community from strategic traffic movements, including HGVs.
- Reduce existing congestion problems on the A10 and improve residential amenity for West Winch.
- Improve journey time reliability for all users including business trips into and around the King's Lynn area.
- Provide a significant improvement for the A10 Major Road Network (MRN).
- Provide enhanced sustainable transport provision, enabling more active travel (walking, cycling & wheeling) and improved public transport services.

## 4. Evidence and Reasons for Decision

- 4.1 To deliver the large-scale growth in the West Winch area, as set out in the Local Plan for the King's Lynn and West Norfolk, the evidence shows that additional highway capacity is required to accommodate the traffic generated from the planned 4,000 new homes. The WWHAR will also provide a high-quality new route that will provide relief for West Winch village that can accommodate the longer distance strategic traffic movements which comprises a high proportion of Heavy Goods Vehicles (HGV).

## 5. Alternative Options

- 5.1 The alignment of the WWHAR is largely dictated by the proposed growth area as set out in the local plan and already published/consulted masterplan. This includes the WWHAR to the east of the proposed new housing. With regard to alternative options, slight variations of the alignment to provide the best fit were investigated and these are reported in the SOC document.
- 5.2 There are no significant alternative highway solutions that would be effective in enabling the housing growth and providing relief to the existing A10 through the village of West Winch. There are also no non-highway transport schemes or policy options that could accommodate the transport impact of the planned growth in isolation. However, since the SOC, work has been undertaken to develop a sustainable transport strategy that supports both the OBC submission and the planning application for the WWHAR.
- 5.3 Notwithstanding, alternative options for the WWHAR have been investigated and a preferred option selected. The options investigated include:

- 5 different alignments at the northern end of the new road between the A10 and A47
- 2 different alignments at the southern end of the new road between the A10 and A47
- A number of options for junction alterations at the Hardwick A10/A47/A149 junction

## 6. Financial Implications

6.1 The report to Cabinet in March 2021 included project cost details. This showed the total cost of the scheme was approximately £64.73m and the bid was for approximately £50m from the government, with the required local contribution being achieved from developers as set out in the Borough Council's Infrastructure Delivery Plan.

6.2 As part of the development of the project, the estimated costs contained within the SOC have been reviewed and updated to reflect the impacts of the longer delivery timescales and the impacts of national and global events that have occurred since the SOC was developed, including significant changes in inflation. The outcome of that exercise has identified an increase in the cost estimate to £84.47m from £64.73m.

6.3 The increase of £19.74m is in broad alignment with increases seen on other projects, as well as within the construction industry in general. An increase in costs has been seen across all budget heading elements of the project, primarily related to either additional work or to allow for inflationary impacts. Risk, which accounts for around 20% of the budget, has been increased to reflect the greater uncertainty related to areas such as delays to delivery timescales and inflation. The table below outlines where the increases have been made in comparison to the SOC figures.

Element	SOC	OBC	Change
Fees	£6,182,537	£8,229,461.77	£2,046,924.92
Utilities	£4,929,395	£7,459,460.81	£2,530,065.81
Land	£6,700,000	£9,243,654.00	£2,543,654.00
Construction	£26,880,595	£37,606,811.60	£10,726,216.60
Risk	£13,407,758	£15,634,847.04	£2,227,088.99
Inflation	£6,630,691	£6,294,422.76	-£336,268.20
<b>Total</b>	<b>£64,730,976</b>	<b>£84,468,657.97</b>	<b>£19,737,682.11</b>

6.4 There are a number of reasons why the project budget has increased. These can be summarised as:

- Inflation has increased significantly since the original figures were developed for the SOC (in 2021). Impacts to the UK and world economies

has resulted in significant inflation increases. The updated figures for the OBC reflect this, however, a significant proportion of the inflation impact has now been included in the updated construction figure (above), with a further allowance adjusted for future inflation (hence the slight reduction in the table above).

- The timescales for the project have increased since the submission of the SOC and this is reflected in the uplift in the fees required and the updated programme for completion of the project. The fees also reflect the additional work undertaken to include BNG assessments as well as additional work to develop the project, including updates to the modelling.
- Land costs are higher than originally forecast in the SOC.
- Construction costs have been reviewed and have increased following the more detailed development of the project, including additional allowances for sustainable transport measures. As raised above, these figures also now include for significant inflation increases since the SOC.
- There has been a notable increase in the costs to divert the high-pressure gas main, so the allowance for utilities has been uplifted based on more detailed information from National Grid Gas and other utility companies.
- Risk allowances have increased to take account of more uncertainty to elements of the project and to allow for potential additional costs, such as for BNG and inflation.

6.5 The local contribution is currently made up of two separate elements. A Developer contribution (forward funded by Homes England) of £14.65m, and £3.45m from NCC, KLWNBC and Business Rates Pool. This equates to a total local contribution of £18.10m, which is 21.4% of the total budget (based on the £84.47m total budget above).

6.6 The expenditure incurred on the scheme at the end of July 2023 was £3.05m, leaving £1.09m of current funding available. The majority of this has been funded by external funding, including a DfT contribution, and other revenue resources. It is expected the remaining current available funding will be fully utilised by the end of November and Cabinet are being asked to temporarily fund £1.05m of additional costs to the end of November 2023. The DfT and Homes England funding will reimburse the Councils temporary funding in due course once OBC and then FBC are approved, which are the triggers for the funds being released. If for any reason the scheme does not proceed, the Council would be required to write-off Council funding that has been sourced from borrowing, based on the forecast expenditure to the end of November 2023, this would be £2.20m. A report will be brought back to Cabinet if further temporary funding is required.

6.7 The increased project costs have also been assessed to consider the implications to the benefit cost ratio (BCR) that will be included in the final OBC document. At the SOC stage, the BCR was assessed to be in the 'high' value for money category as defined by DfT criteria. Since then, there have been a

number of changes to the guidance that is used when considering the value for money assessment, included reduced transport growth criteria. The primary component of the benefits assessed related to the housing value uplift (ie the benefit of increased land values that are realised as a consequence of the delivery of the WWHAR). The revised project costs have been assessed at high level to review the value for money assessment previously completed for the SOC. The initial findings of this work are indicating that the benefit to cost ratio (BCR) will remain in the 'high' value for money category, as defined by DfT ('high' is applied to BCR's greater than 2). More detailed analysis of this will be provided in the finalised OBC.

## **7. Resource Implications**

**7.1 Staff:** The project has a dedicated delivery team, overseen by the in-house Infrastructure Delivery team, with specialist input from Greyfriars Project Management, with specialist consultancy input from WSP (the CES Highways service term consultants), specialist legal advisors (including NPLaw), and contract administration and cost specialists.

### **7.2 Property:**

7.2.1 The establishing of the preferred route through the master plan process and development of the design for the WWHAR has determined the required land assembly. Landowners and/or developers of land either on or adjacent to the WWHAR route corridor have been working with BCKLWN in bringing forward a collaboration agreement and necessary Section 106 agreements (under the Town & Country Planning Act 1990) that will enable the delivery of growth within West Winch, as well as the WWHAR. Three other landowners who are directly impacted by the WWHAR, but are not included within the collaboration agreement or Section 106, have been approached separately and terms are being negotiated.

7.2.2 The land required for delivery of the WWHAR is being progressed through three main routes. Firstly, through Framework Section 106 agreements covering various residential development sites; secondly via the proposed Collaboration Agreement involving Growth Area landowners; and thirdly by agreement with other affected landowners. One such parcel is already close to being acquired. Although there is high confidence that the land assembly will be delivered by these routes, it is important for the success of the WWHAR project to understand when to intervene to ensure project delivery timescales are achieved. Should land negotiations not prove to be successful, it may be necessary to fall back to a Compulsory Purchase Order (CPO) under the Highways Act 1980 to secure the necessary land. Should this be the case, the project team will be required to return to Cabinet to provide an update on the

issues at that time and to seek approval to promote a CPO to ensure land assembly.

7.2.3 Should a CPO be required to deliver the land assembly, this will have a detrimental impact upon the scheme delivery process due to the timescales associated. There is also a risk of challenge associated with the making of the Order. It is worthy of note that the Council is expected to undertake a process of negotiation as part of the land assembly process in any case prior to pursuing a CPO and this is being undertaken now. At this time, in terms of risk mitigation, there is no reason to believe that the land necessary for the WWHAR will not be provided by the various landowners via the three routes set out above.

7.3 IT: None.

## **8. Other Implications**

### **8.1 Legal Implications:**

8.1.1 None directly. The project has been and will continue to be supported by the Council's procurement team and will seek advice from NP Law and such external legal advisers (including Counsel) as necessary.

8.1.2 A Side Roads Order (SRO), to be made by Norfolk County Council, under Sections 14 and 125 of the Highways Act 1980, will be required to make all the necessary changes to existing highways and private means of access (PMA), as well as incorporating any new highway and PMA provision required to accommodate the WWHAR itself. The SRO will also include any changes to Public Rights of Way required as a consequence of delivering the project. In certain cases, temporary highways may be created where it is not possible to establish the permanent highway replacement route before the current one is stopped up.

8.1.3 An order under section 14 of the Highways Act 1980 authorises a highway authority to stop up, improve, raise, lower or otherwise alter a highway that crosses or enters the route of a classified road. It also provides for the construction of new highways for purposes concerned with any such alterations or related purposes. Section 125 of the Highways Act 1980 provides that an SRO may authorise the highway authority to stop up private means of access to premises and to provide new means of access to premises. In all instances where stopping up of either highway or private means of access is proposed, the DfT must be satisfied that either no access to premises is reasonably required or that other reasonably convenient means of access to the premises are available to the premises or will be provided. DfT must also be satisfied that

provision will be made for the preservation of any rights of statutory undertakers in respect of their apparatus.

8.1.4 It is anticipated that the SRO will be made by the Council and submitted to the DfT in the spring of 2024 for confirmation by the Secretary of State for Transport. If objections to the SRO are received, it is likely that the DfT, via the Planning Inspectorate, will recommend the holding of a public local inquiry (or public local hearing) into the Order before the Secretary of State decides whether to refuse the Order or to confirm either with or without modifications.

8.1.5 A review of the land titles for the land required for the delivery of the WWHAR will be completed to identify the existence of any rights and covenants. Ordinarily, powers that the Council has through compulsory land acquisition via the Highways Act 1980 would overcome this issue. However, for the WWHAR project the use of CPO would only be utilised as a last resort on the basis that the acquisition of land is being negotiated and it is expected via the collaboration agreement that all land necessary for the delivery of the WWHAR will be made available.

8.1.6 Under section 203(1) of the Housing and Planning Act 2016 a local authority can override rights and interests affecting land and breaching a restriction as to use of land arising by virtue of contract in order to 'carry out building or maintenance work' where such rights would impede the development. Such work is defined in s.205(1) as meaning 'the erection, construction, carrying out or maintenance of any building or work'. The construction of a new highway is considered to fall within that wide definition. The effect of section 203 is to enable the development to proceed and authorises the interference with those rights without the possibility of legal injunction.

8.1.7 There are statutory criteria that are required to be in place for the use of Section 203 as below:-

- Planning permission has been granted for the WWHAR.
- The land must be acquired or appropriated by a local authority for planning purposes.
- A local authority could (if not already the owner) acquire the site compulsorily for the purposes of carrying out the works (including construction and maintenance works) or for the use of the land permitted by the planning consent.
- The work or use in question relates to the purposes for which the land was appropriated or acquired.

8.1.8 Use of Section 203 would be subject to the payment of compensation via Section 204 of the Housing and Planning Act 2016, should any party be able to demonstrate loss as a consequence of the implementation of the proposal. Section 204(2) confirms that compensation should be calculated on the same basis as compensation payable under section 7 and 10 of the Compulsory

Purchase Act 1965. The amount of compensation payable is the diminution in the value of the affected interest. Any dispute about compensation payable may be referred or determined by the Upper Tribunal.

8.1.9 The decision to engage section 203 of the Housing and Planning Act 2016 should only be made where it is necessary, there is a compelling case in the public interest and the Council should be sure that the purposes for which the powers are being exercised justify interfering with the human rights of those whose interests will be affected.

**8.2 Human Rights Implications:** The delivery of the scheme will by its nature have some implications for the human rights of those affected by it, for example via the SRO process and the use of S.203 Housing and Planning Act 2016 (if required). Where human rights will be impacted these impacts will only be justifiable if they are legitimate, proportionate and outweighed by the public benefits the scheme will provide. Further details on any proposed infringements of human rights, in connection with the scheme, will need to be considered in this context, and a balancing judgment made; the implications of this exercise would be provided in future relevant reports that are provided in respect of the processes involved in bringing forward the WWHAR project, in particular the SRO.

**8.3 Equality Impact Assessment (EqIA) (this must be included):** It is recognised that there could be equalities implications arising from the construction and operation of the WWHAR scheme. These implications have been considered to address appropriate actions within the EqIA that has been developed for each stage of the project so far. This process will continue through the delivery of the scheme. It is anticipated that when the proposed scheme progresses through key delivery milestones (Detailed Design, Stage 2 Safety Audit, and during the production of a Construction Management Plan), the EqIA will be revisited to ensure that the proposals and assessment are still complementary. The Public Sector Equality Duty will continue to be considered at all stages in the process.

#### **8.4 Data Protection Impact Assessments (DPIA):**

8.4.1 An essential part of the Council's accountability obligations under the General Data Protection Regulation (GDPR) is to assess and demonstrate compliance with its data protection obligations.

8.4.2 In developing the WWHAR proposal, NCC is following industry standard good practice for the development of a scheme of this significance; from initial feasibility studies, through to the development of the OBC and planning

application and on through detailed design. This standard practice has involved identifying the need for an intervention, assessing potential options to address that need, and identifying the optimal intervention. This work includes consultations and communications with stakeholders, consultees and the wider environment.

8.4.3 Our use of data is governed by the various acts relating to local government and therefore the majority of data use is based on legal basis and complies with all relevant NCC policies and procedures.

## **8.5 Health and Safety implications (where appropriate):**

8.5.1 Implementation of the WWHAR will encourage a reassignment of traffic away from the existing A10 route, which suffers from areas of sub-standard alignment, congestion and unreliable journey times, onto the new high standard highway. It is expected that this would produce an overall reduction in accidents in the West Winch area and deliver a beneficial outcome.

8.5.2 The removal of the significant proportion of through traffic from the village also has the potential to realise further health benefits, through local improvements in air quality reduction in noise and greenhouse gases, as well as making active travel through cycling and walking more attractive due to reductions in vehicular movements and removal of severance caused by high traffic levels.

8.5.3 As proposals develop the health and safety implications will be a key factor in design to ensure risks are eliminated, or reduced as far as practicable, for the construction and operation / maintenance of the scheme. Safety Audits will also be completed before and after construction of the project.

## **8.6 Sustainability implications (where appropriate):**

8.6.1 In May 2023, Norfolk County Council adopted a Climate Strategy that outlines how the Council will hit its strategies 'estate target by 2030, support clean growth across the county, and boost resilience to the changing climate. The WWHAR project team are ensuring the project contributes to the strategies' aims and that its delivery is taken account of as part of the council's wider work.

8.6.2 The recently adopted Local Transport Plan 4 considers recent carbon reduction targets set by Norfolk County Council, which seeks to reduce carbon, contributing to our environmental policy targets for net zero on our own estate, and carbon neutrality across all sectors, by 2030. This is set against a backdrop of the government's own 'net zero' target by 2050 which is now a statutory obligation within the Climate Change Act 2008. LTP4 sets carbon reduction at its heart and the WWHAR project team are developing proposals in line with those requirements.

8.6.3 Carbon emissions resulting from the construction, operation and decommissioning of the road will be further developed once a Contractor has been appointed. Contractors will adhere to the principles set out in Carbon Management in Infrastructure guidance (PAS 2080), the leading specification for quantifying carbon infrastructure in the UK, when designing and constructing the project, minimising emissions where practicable. Significant levels of planting, included as part of the project's environmental mitigation and enhancement aims, will also help to offset carbon emissions.

8.6.4 Current national planning policy and the Council's own Environmental Policy encourages new or proposed development to demonstrate BNG, and, with its successful passage through parliament, the Environment Bill makes this mandatory. BNG involves leaving habitats in a measurably better state than before development took place. The national policy produced by Defra for biodiversity net gain seeks a 10% uplift in biodiversity after development and is based on the area of habitats directly and indirectly affected by a scheme.

**8.7 Any Other Implications:** None.

## **9. Risk Implications / Assessment**

9.1 WWHAR has a Risk Register (RR) in place to monitor and mitigate risks that could impact upon delivery of the project. The RR is a live document that is kept up to date by members of the project team and 'High' risks are individually reported to Project Board on a monthly basis, as well as an overview of change contained within the RR. All risks have agreed mitigation measures which are being progressed through the scheme development process.

9.2 The most recent high risks reported to Project Board are shown below. They have been grouped together for ease and where there is a direct correlation between the risks under headings from the RR.

- DfT Funding
- Approvals by Statutory Bodies (Planning/SRO)
- Land Acquisition (and CPO if required)
- National Gas Diversion
- Inflation uncertainty

## **10. Select Committee Comments**

10.1 None.

## **11. Recommendations**

1. To note the details presented in this report, including the results of the public consultation, and approve the continued delivery of the WWHAR project.
2. Delegate to the Executive Director of Community and Environmental Services (CES), in consultation with the Cabinet Member for Highways, Infrastructure & Transport, the authority to agree the finalised OBC and submit it to the DfT.
3. Agree to continue the development of the Planning Application and Side Roads Order and to note that a further report will be presented to Cabinet to seek agreement to submit the applications and will also include details regarding the procurement strategy for the project.
4. To note the proposals for Land Acquisition.
5. To agree to temporarily increase the Council's contribution by £1.05m until this is reimbursed when DfT (and Homes England) funding is approved.

## 12. Background Papers

12.1 WWHAR Cabinet report – March 2021 [[Link](#)].

### Officer Contact

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

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If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.



Norfolk County Council

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# **WEST WINCH HOUSING ACCESS ROAD**

Document NCC/PKA021/WWHAR: public  
consultation report





Norfolk County Council

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## **WEST WINCH HOUSING ACCESS ROAD**

Document NCC/PKA021/WWHAR: public consultation report

**Type of document (version) Public**

**Project no. NCC/PKA021**

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## Executive summary

The West Winch Housing Access Road forms part of the West Winch Strategic Growth Area proposals as set out in the King's Lynn and West Norfolk Local Plan. The West Winch Housing Access Road project has been developed to include improvements on the A47 and the Hardwick Interchange junction.

The Strategic Outline Business Case (SOBC) for the scheme was approved by the Department for Transport in Summer 2022. This has allowed the scheme to be progressed to the next stage which will see the OBC developed and submitted to the Department for Transport. As part of the Major Road Network, the scheme can access funding for improvements to the A10 from the Department for Transport.

The proposal for the West Winch Housing Access Road has been developed by Norfolk County Council to serve the West Winch Growth Area.

The aim of the consultation was to involve as many participants as possible. To this end a range of activities supported by press, letters, emails and online publicity were carried out, including a virtual consultation room, an online survey and three in person consultation events during the consultation period. Hard copies of the brochure and questionnaire were available on request and at each in-person event. The consultation was promoted on the Norfolk Country Council social media channels (Facebook, Instagram, Twitter, LinkedIn and Next Door), as well as through press releases and local media. Local promotion was also carried out to local stakeholders and landowner groups.

The consultation received a total of 149 survey responses and 11 written responses. The survey asked a series of questions to ascertain respondents' views on the proposals put forward as part of the consultation. Overall proposal comments included concerns on potential congestion on new and existing roads, potential impact to surrounding areas and comments on the proposed design and suggested alterations (such as repositioning of roundabouts and general alterations to the surrounding road network). In terms of proposal specifics, the majority of respondents agreed to some extent with the proposed alterations to Rectory Lane and Chequers Lane. Respondents requested further vegetation and mitigation measures in the environmental and landscape proposals, and better separation between cars and cycles as part of the active travel proposals as well as requesting more frequent bus services.

This document analyses the responses to the most recent consultation carried out between 14 November 2022 until 8 January 2023. The views received will be taken into consideration and help develop the scheme further.

# 1 Introduction

---

## 1.1 About this document

- 1.1.1. This document describes the engagement and consultation activities undertaken by Norfolk County Council (NCC) in relation to the West Winch Housing Access Road.
- 1.1.2. The document analyses the responses to the most recent consultation carried out between 14 November 2022 until 8 January 2023.

## 1.2 Context

- 1.2.1. The King's Lynn and West Norfolk Local Plan set the basic outline for a housing access road as part of the West Winch Strategic Growth Area proposals. Since then, the Housing Access Road project has developed further to include improvements on the A47 and at the Hardwick junction.
- 1.2.2. The A10 is already part of the Major Road Network (MRN). This is a new designation of roads that form part of the county road network, maintained by Norfolk County Council, but that sit between this and the national trunk roads (such as the A47), maintained by National Highways (formerly Highways England). As part of the Major Road Network, we can access funding for improvements to the A10 from the Department for Transport (DfT). We have completed the initial stage of this business case process.
- 1.2.3. In March 2021 Norfolk County Council's Cabinet confirmed its support for the delivery of the West Winch Housing Access Road.
- 1.2.4. A Strategic Outline Business Case, alongside other documentation, including an Options Assessment Report, was prepared and submitted to the Department for Transport.
- 1.2.5. In the summer of 2022, the Department for Transport approved the Strategic Outline Business Case (SOBC). This allowed the scheme to progress to the next stage which will see the Outline Business Case (OBC) developed and submitted to DfT in 2023.
- 1.2.6. Alongside the development of the Outline Business Case (OBC), we will also finalise and submit a planning application for the road in 2023.
- 1.2.7. The West Winch Housing Access Road scheme has the support of Transport East, the sub-national transport body for our region.
- 1.2.8. The timeline can be seen in Figure 1-1.

**Figure 1-1 - Timeline**



## 1.3 About the proposals

- 1.3.1. The West Winch Housing Access Road will serve the West Winch Growth Area which will see around 4000 new homes and the associated infrastructure built over the next 20 years.
- 1.3.2. The new road will also help to address traffic problems on the existing A10 by providing an alternative route around the village of West Winch. This will allow traffic calming measures to be introduced along the existing A10, improving safety and living conditions for local residents. Once completed, the new access road will become part of the A10.
- 1.3.3. The West Winch Housing Access Road scheme comprises the following elements:
  - A housing access road to the east of West Winch connecting the A47 with the existing A10.
  - Modifications for the Hardwick Interchange to accommodate additional housing traffic and the rerouted A10.
  - Dualling of the existing A47 between Hardwick Interchange roundabout and the housing access road
  - A new signalised roundabout on the A47.
- 1.3.4. Figure 1-2 illustrates the West Winch Growth Area.

Figure 1-2 - West Winch Growth Area



1.3.5. Figure 1-3 shows the key features associated with the proposed scheme.

Figure 1-3 - Key Features



- 1.3.6. The access road will join the A47 via a new roundabout and a dedicated free flow slip road. The A47 between the access road and the Hardwick Interchange will become a dual carriageway.
- 1.3.7. The current layout of the A47 and its connection to the Hardwick Interchange needs to be improved to ensure that it can accommodate the traffic from the Growth Area and access road. Improvements to the junction with the Hardwick Interchange will include:
  - Removal of the smaller roundabout to the east.
  - New slip roads on and off the A47.
  - Potential upgrades to signals at the interchange.
- 1.3.8. A new bridge is proposed to carry Rectory Lane over the access road to maintain connectivity between West Winch and North Runcton.
- 1.3.9. Chequers Lane will be severed to prevent traffic travelling through North Runcton to the A47. Appropriate access arrangements will be in place for nearby properties.
- 1.3.10. A new roundabout will be constructed to link the A10 with the access road, and the A10 and Gravelhill Lane will be realigned to suit the new roundabout.
- 1.3.11. A new footway and cycleway will be constructed on the west side of the new road to encourage active travel.
- 1.3.12. Surface water drainage from the new road will be designed to avoid impacts to existing watercourses, using attenuation features to minimise flood risk.

## 2 Consultation

---

### 2.1 Introduction

- 2.1.1. The pre-planning application consultation ran for 8 weeks between 14 November 2022 until 8 January 2023. This consultation period aimed to allow those taking holidays during the Christmas period a chance to respond to the consultation.
- 2.1.2. In-person consultation events were held during the consultation period. Table 2-1 details the three events that were held at various locations around the area of the Proposed Scheme.
- 2.1.3. A virtual consultation room was available online throughout the consultation period. This included links to the consultation brochure and the consultation feedback questionnaire. Other material provided included banners of the Proposed Scheme, which presented more in-depth information and visuals of the different sections.
- 2.1.4. Hard copies of the brochure and questionnaire were available on request and were made available at each in-person event.

### 2.2 Who was consulted

- 2.2.1. Norfolk County Council provided stakeholders with the opportunity to provide feedback on the proposals. The consultation was open to anyone interested in the proposals. Chapters 5 and 6 of this report provide details of the feedback received. Norfolk County Council has taken the feedback received into consideration.

### 2.3 Materials produced to support consultation

- 2.3.1. Materials produced to support the consultation can be found in Appendix A.

#### Consultation brochure

- 2.3.2. The consultation brochure outlined the key aspects of the proposal for the West Winch Housing Access Road. This included information about the proposed access road, as well as proposed modifications to the Hardwick Interchange and to A47. Furthermore, the brochure included considerations for landscaping, environment and traffic flows, as well as for active travel and public transport. The brochure also provided details of the in-person consultation events, and the URL of the virtual room.
- 2.3.3. The brochure was published on the consultation website.
- 2.3.4. Printed copies of the brochure and consultation feedback questionnaire were also made available on request and at in-person events. Other formats (Braille, Easy Read, or in other languages) were available on request; none were requested.

#### Online portal

- 2.3.5. All consultation material was available via the virtual room.
- 2.3.6. There had been 2700 hits on the virtual room as of 6 January 2023.

## Questionnaire

- 2.3.7. An online questionnaire, hosted within the virtual room, was the main mechanism through which respondents could comment on the proposals.
- 2.3.8. The questionnaire consisted of 25 questions, with a combination of open and closed questions. The questionnaire asked for opinions and comments on all aspects of the Proposed Scheme. It also included questions to ascertain the demographics of the consultees.

## 2.4 Consultation activities

### Social media

- 2.4.1. The consultation was promoted via the Norfolk County Council social media channels throughout its 8-week duration. This included posts to Facebook, Instagram, Twitter, LinkedIn and Next Door. This included a combination of organic and paid for posts.
- 2.4.2. The posts generated over 150,000 impressions and more than 5000 clicks through to the Norfolk County Council website.

### Press releases and media

- 2.4.3. The public consultation was promoted extensively in the local area. The upcoming consultation for the road was teased as part of the related masterplan consultation in August 2022. This was covered in the local media.
- 2.4.4. The start date of the consultation was announced ahead of time through a Norfolk County Council press release (<https://www.norfolk.gov.uk/news/2022/11/public-consultation-for-west-winch-housing-access-road-to-launch-next-week>). This was also shared on the borough council's website. This was covered in local media including Lynn News, EDP and BBC Radio.
- 2.4.5. A press release (<https://www.norfolk.gov.uk/news/2022/11/public-consultation-begins-for-west-winch-housing-access-road>) was issued at the start of the consultation via Norfolk County Council. This was covered in local media including Lynn News, EDP, BBC Radio Norfolk and Your Local Paper.
- 2.4.6. The consultation events were attended by local media, including BBC Radio Norfolk who conducted interviews with council officers and local residents.
- 2.4.7. The end of the consultation was promoted through a press release (<https://www.norfolk.gov.uk/news/2022/12/still-time-to-have-your-say-on-west-winch-housing-access-road>) that was issued 2 weeks ahead of the closing date. This was covered in local media including Lynn News, EDP, BBC Radio Norfolk and Your Local Paper.

## Local promotion

- 2.4.8. The consultation was promoted to local stakeholder and landowners groups. This included local members and the parish councils. In each instance they were encouraged to promote the consultation through their own local channels. The local promotion included the West Winch Parish website, West Winch Parish newsletter and the North Runcton Parish website.
- 2.4.9. Posters were provided that were put up in key local locations.
- 2.4.10. A letter drop was sent to 1700 local residents at the start of the consultation which included details of the public exhibition events and how they could take part in the consultation.
- 2.4.11. Brochures were printed and were made available on request or at the 3 public exhibition events.

## Project specific events

- 2.4.12. Three public events were held around the area of the Proposed Scheme to enable the community and stakeholders to find out more about the West Winch Housing Access Road and to speak to the project team. There were 160 attendees across all three events.

**Table 2-1 – In Person Events**

Location	Date and Time
West Winch Primary School	Wednesday 23 November, 4pm to 9pm
The Village Meeting Place, North Runcton	Saturday 10th December, 10am-4pm
West Winch Primary School	Wednesday 4 January, 4pm to 9pm

## 3 Response Analysis Methodology

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### 3.1 Survey

- 3.1.1. The online survey was hosted the project's online consultation portal. Online responses were processed directly through the portal, while all data from paper copies, including verbatim responses to open questions, were entered manually.
- 3.1.2. The combined dataset was downloaded into a spreadsheet and a series of logic and range checks, as well as further spot checks of manually entered data, were completed prior to analysis. Microsoft Excel and GIS mapping software were both used to analyse the data, with the results of this analysis presented in the series of charts, tables and maps which are shown in subsequent sections.

### 3.2 Qualitative analysis

- 3.2.1. The survey contained both open and closed questions. Open questions invite free-text responses which provides valuable additional insight into respondents' opinions.
- 3.2.2. The free-text responses required further processing, or thematic 'coding', whereby statements within comment boxes are translated into a series of numeric codes, to identify common themes and enable the categorisation of the comments. These codes were then analysed quantitatively to identify the most frequently recurring areas of comment.
- 3.2.3. A code frame is a list of the codes which represent the different themes and areas of comment raised by respondents. This is created by reviewing a large sample of the responses and identifying common themes and areas of comment, each of which is given a unique number. The code frame for this consultation underwent a series of reviews during the analysis to ensure that any new themes that emerged in the data were incorporated. The coding of responses was subject to a series of quality assurance checks to ensure consistency and accuracy throughout the process.

### 3.3 Quantitative analysis

- 3.3.1. The survey also contained closed questions, where respondents choose their preference between multiple choices.
- 3.3.2. These provide quantitative data where the preferences of respondents can easily be compared.

### 3.4 Other written responses

- 3.4.1. Emails received from individuals or groups and organisations were reviewed for content and key themes identified. These are presented in Chapter 6 with original responses presented in Appendix B. Any personal details have been redacted.

## 4 About the Respondents

### 4.1 Respondent profile

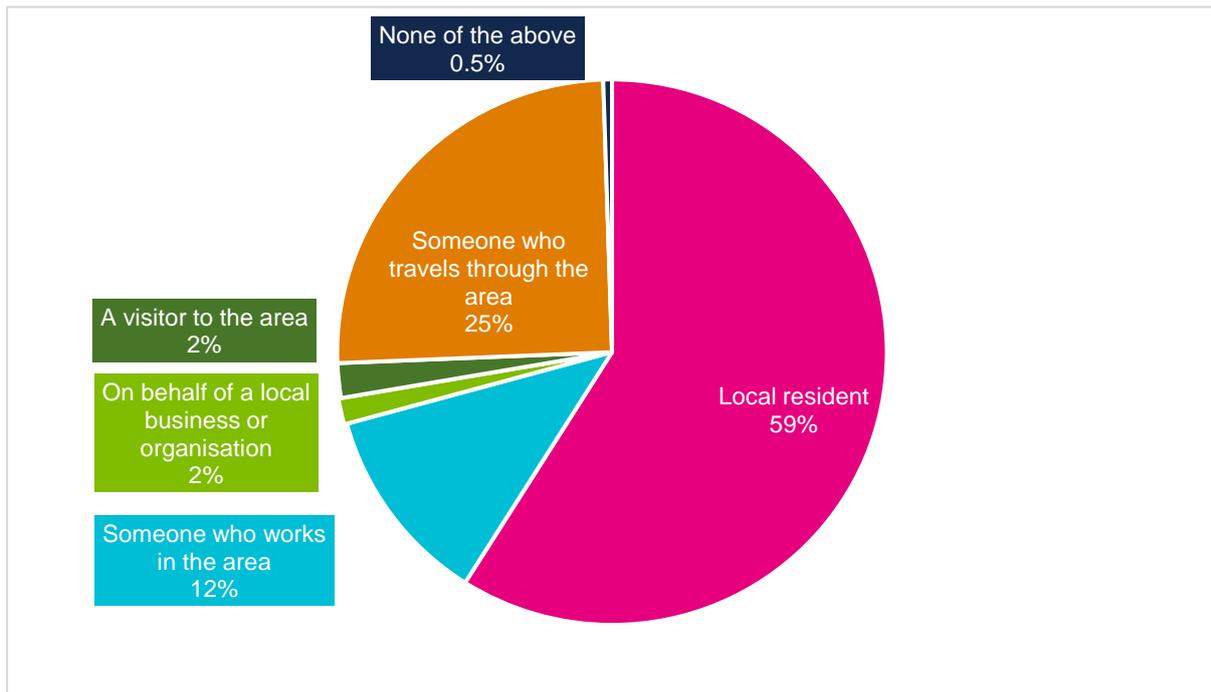
4.1.1. Overall, a total of 149 responses were received via SmartSurvey. A total of 18 written responses were also received.

#### Demographic data

4.1.2. Questionnaire respondents were asked to complete a series of demographic related questions. Percentages are rounded to the nearest whole number, and as such totals may not equal 100. Respondents did not have to complete this information.

4.1.3. Question 1 asked respondents to indicate their interest in the Proposed Scheme. A total of 149 respondents chose to answer and were able to select more than one response. The 149 respondents gave a total of 195 answers. These responses are provided in Figure 4-1 and Table 4-1.

**Figure 4-1 - Interest in the Proposed Scheme**



Base: all responses received (N: 195)

4.1.4. The largest group of respondents described themselves as a local resident, with 59% (115 responses) of responses. 25% (49 responses) reported that they travel through the area.

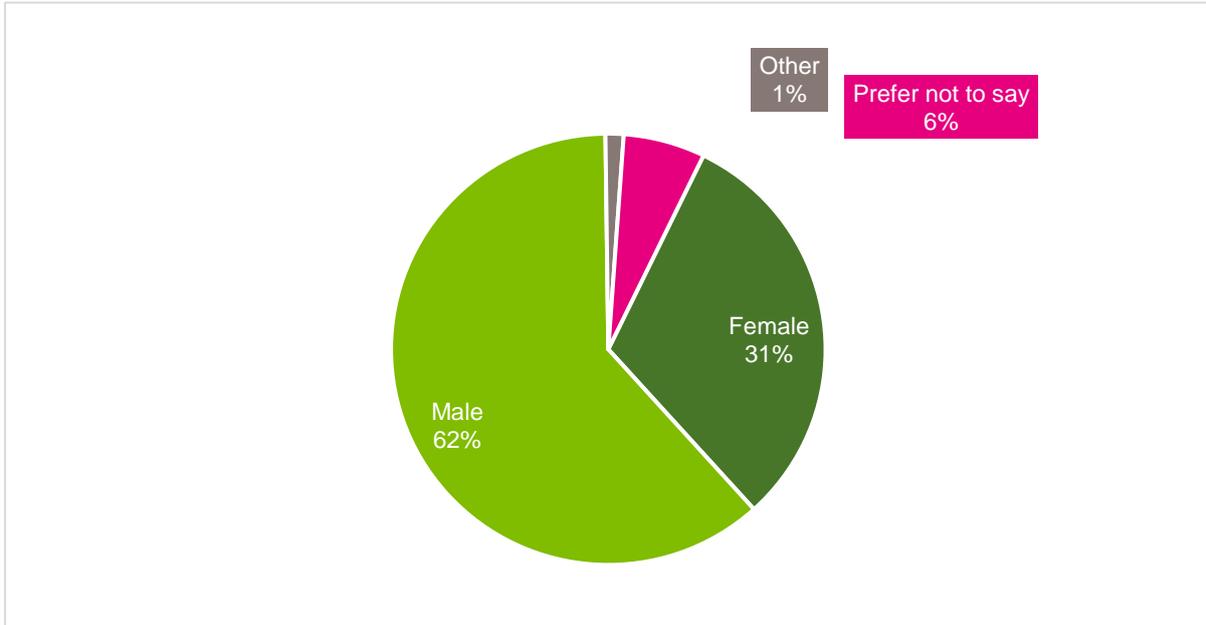
**Table 4-1 - Interest in the Proposed Scheme**

Interest in the proposed scheme	No. of respondents	% of respondents
Local resident	115	59%
Someone who works in the area	23	12%
On behalf of a local business or organisation	3	2%
A visitor to the area	4	2%
Someone who travels through the area	49	25%
None of the above	1	1%

Base: all responses received (N: 195)

- 4.1.5. A total of 3 organisations or businesses provided responses to the consultation via the questionnaire:
- The Norfolk and Fens Cycling Campaign
  - Red Barn Events Ltd
  - The Cycling Gardener
- 4.1.6. Question 21 asked about the respondent’s gender. A total of 148 respondents provided an answer. Of these, 62% (91 respondents) identified as male, 31% (46 respondents) identified as female. Full details can be seen in Figure 4-2 and Table 4-2.
- 4.1.7. According to 2021 Census data (the most recently available) the population by gender in Norfolk is 49% male and 51% female.

**Figure 4-2 – Gender**



Base: all those who provided a response (N: 148)

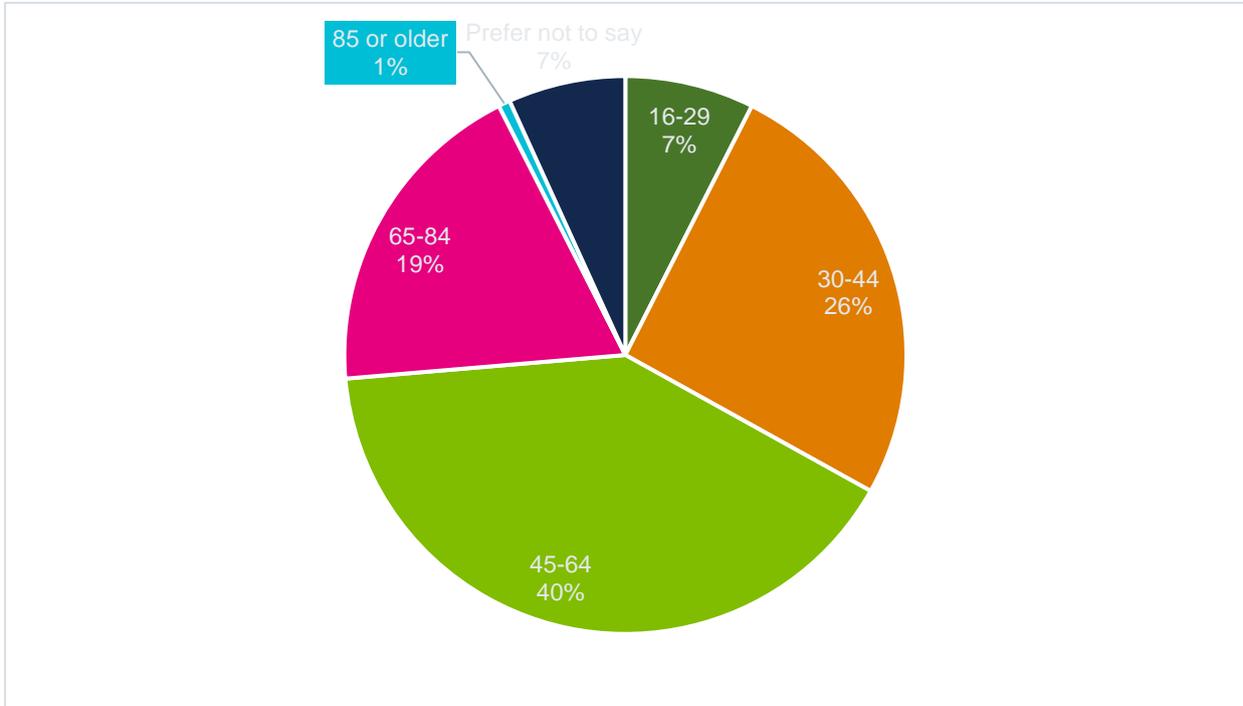
**Table 4-2 - Gender**

Gender	No. of respondents	% of respondents
Female	46	31%
Male	91	61%
Other	2	1%
Prefer not to say	9	6%

Base: all those who provided a response (N: 148)

- 4.1.8. Question 22 asked respondents to indicate their age range. A total of 148 respondents provided an answer. Over half of the respondents (60%, 89 respondents) were 45 or older. Full details can be seen in Figure 4-3 and Table 4-3.
- 4.1.9. According to 2021 Census data (the most recently available) the proportion of the population over the age of 45 in Norfolk is 51%, with those over 65 making up 24% of the population in the area.

**Figure 4-3 - Age Group**



Base: all those who provided a response (N: 148)

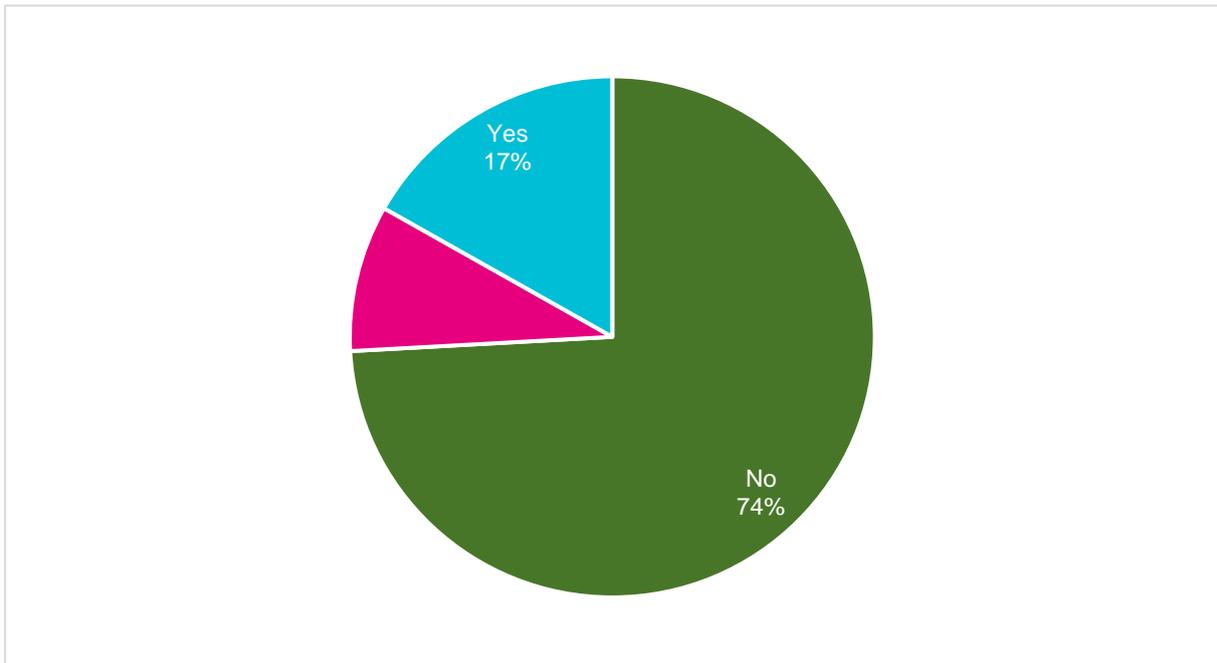
**Table 4-3 – Age Group**

Age group	No. of respondents	% of respondents
16-29	11	7%
30-44	38	26%
45-64	60	41%
65-84	28	19%
85 or older	1	1%
Prefer not to say	10	7%

Base: all those who provided a response (N: 148)

4.1.10. Question 23 asked respondents if they have any long-term illness, disability or health problem that limits their daily activities. A total of 143 respondents provided an answer, with 74% (106 respondents) advising they did not, 17% (24 respondents) advising they did and 9% (13 respondents) preferred not to say. Full details can be seen in Figure 4-4 and Table 4-4.

**Figure 4-4 - Self-Described Disability Among Respondents**



Base: all those who provided a response (N: 143)

**Table 4-4 - Self-Described Disability Among Respondents**

Self-described disability	No. of respondents	% of respondents
No	106	74%
Prefer not to say	13	9%
Yes	24	17%

Base: all those who provided a response (N: 143)

4.1.11. Question 24 asked respondents’ ethnic background. A total of 147 respondents provided an answer, with the highest proportion of respondents describing their ethnicity as White British (84%, 123 respondents). One respondent gave an ‘Other’ response, which did not include an ethnicity. Full details can be seen in Table 4-5.

**Table 4-5 - Self-Described Ethnicity Of Respondents**

Self-described ethnicity	No. of respondents	% of respondents
Asian or Asian British	1	1%
Chinese	1	1%
Mixed	3	2%

Self-described ethnicity	No. of respondents	% of respondents
Prefer not to say	13	9%
White British	123	84%
White Irish	1	1%
White Other	4	3%
Other	1	1%

Base: all those who provided a response (N: 147)

- 4.1.12. To enable geographic analysis of the responses, respondents were asked to provide their postcode in Question 25.
- 4.1.13. A total of 130 respondents provided postcode data complete enough to identify the postcode district, as shown in Table 4-6. The largest numbers of respondents were from the PE30 and PE33 postcode districts (n: 25 and 63 respectively).

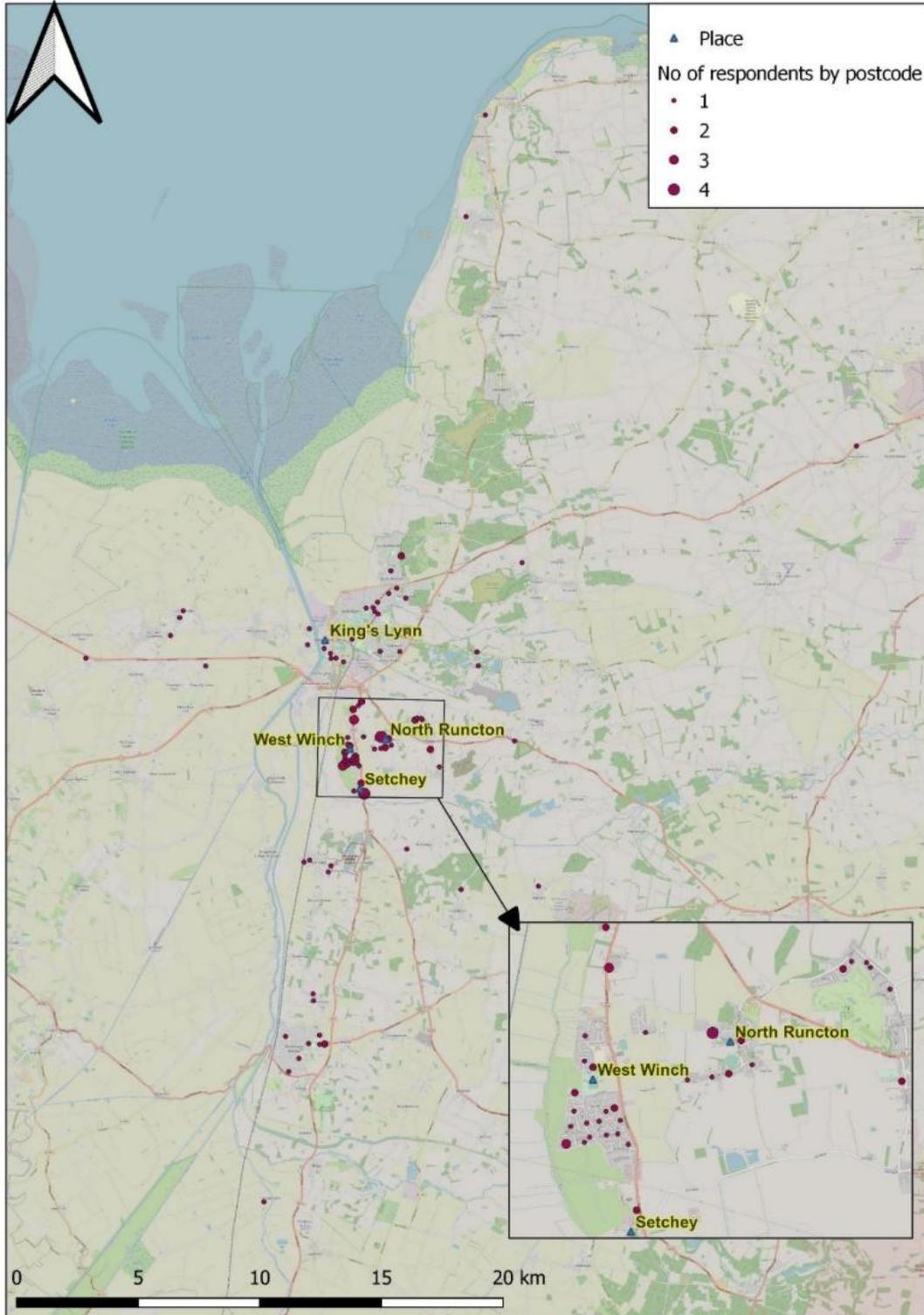
**Table 4-6 - Respondents By Postcode District**

Postcode District	Post Town	Number of respondents	% of respondents
M8	MANCHESTER	1	1%
NR19	NORWICH	1	1%
NR2	NORWICH	1	1%
PE14	WISBECH	1	1%
PE30	KING'S LYNN	25	19%
PE31	KING'S LYNN	2	2%
PE32	KING'S LYNN	14	11%
PE33	KING'S LYNN	63	48%
PE34	KING'S LYNN	9	7%
PE36	HUNSTANTON	1	1%
PE37	SWAFFHAM	1	1%
PE38	DOWNHAM MARKET	11	8%

Base: all those who provided a response (N: 130)

4.1.66. The location of questionnaire respondents mapped by postcode can be seen in Figure 4-5. Out of the 130 postcodes, 4 postcodes have not been included in the map due to location or invalidity.

**Figure 4-5 - Respondents Based On Postcode**



## 5 Views on the Respondents

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### 5.1 Overview

- 5.1.1. The survey asked a series of questions to ascertain respondents' views on the proposals put forward as part of the consultation. All responses have been analysed, with the results presented in this section. Percentages have been rounded to the nearest whole number and, as such, the totals may not equal 100.
- 5.1.2. Responses to free text questions have been coded, as per the process described in Chapter 3, to identify recurring themes amongst the comments. The most frequently recurring themes are presented in tables within the report, while full frequency tables are included in Appendix C.

### 5.2 Links to the A47 and Hardwick interchange

- 5.2.1. Question 4 asked respondents if they had any comments about the north section of the proposed access road and the alterations to the A47 to the Hardwick Interchange. A total of 114 respondents provided their comments, which resulted in 207 coded comments. The most commonly occurring themes are detailed in Table 5-1.
- 5.2.2. Respondents took the opportunity to raise their concerns and objections on the potential impact to congestion on the A47 and Hardwick Interchange as a result of the proposals (15%, 32 mentions). Respondents also provided comments on the design and suggested alterations to the proposal (10%, 20 mentions), such as new locations to build the road (west side of West Winch or further away from the village) and asked for more consideration to be made to other roads in the area. Some respondents answered in support of the proposals for the North section (8%, 17 mentions), whilst others were against (7%, 15 mentions). Some respondents also made comments opposing the cost of the scheme (10% of responses, 20 mentions) and requested the money be spent elsewhere, such as local hospitals and services.

**Table 5-1 - Themes From Comments About The North Section**

Theme description	No. of mentions	% of mentions
North Section - Congestion	32	15%
Suggestion - Design changes	20	10%
Support - North Section (Links to A47 and Hardwick Interchange)	17	8%
Oppose - North Section (Links to A47 and Hardwick Interchange)	15	7%
Oppose - Cost of the proposal	12	6%

Base: all coded responses (N: 207)

5.2.3. Comments included:

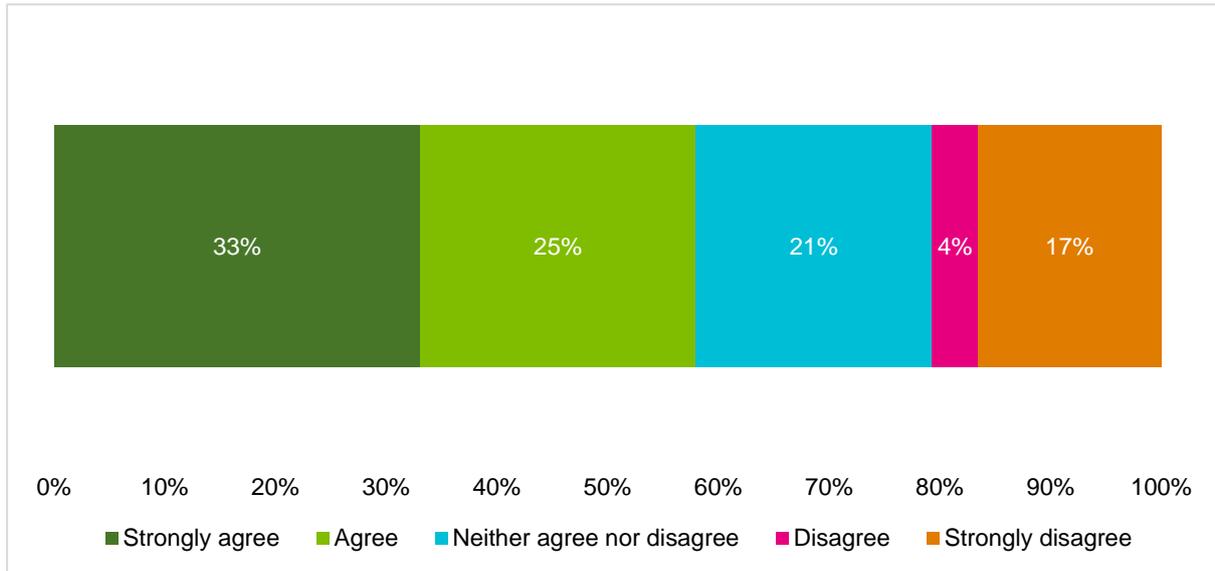
- “All that will happen is that the A47 will become the bottleneck and have lots of congestion”.
- “Please minimise impact on regular A47 drivers”.
- “It will make Hardwick roundabout more difficult to navigate by getting rid of Constitution Hill Roundabout”.
- “Removal of the roundabout to the east of the flyover will cause congestion on Hardwick Roundabout”.
- “Your proposals will add much more traffic onto the Hardwick roundabout”.

### 5.3 Local access proposals

5.3.1. Question 5 asked ‘our proposals include a new bridge carrying Rectory Lane over the access road to maintain connectivity between the villages, and also avoid traffic using North Runcton to access the A47. To what extent do you agree or disagree with this proposal?’

5.3.2. A total of 145 respondents answered this question, of which more than half, 58% (84 respondents) agreed to some extent with the proposal to include a new bridge carrying Rectory Lane (33%, 48 respondents strongly agreed and 25%, 36 respondents agreed) whilst 21% (30 respondents) disagreed to some extent (4%, 6 respondents disagreed and 17%, 24 respondents strongly disagreed). Full details can be seen in Figure 5-1.

**Figure 5-1 - Extent Of Support For A New Bridge Carrying Rectory Lane**

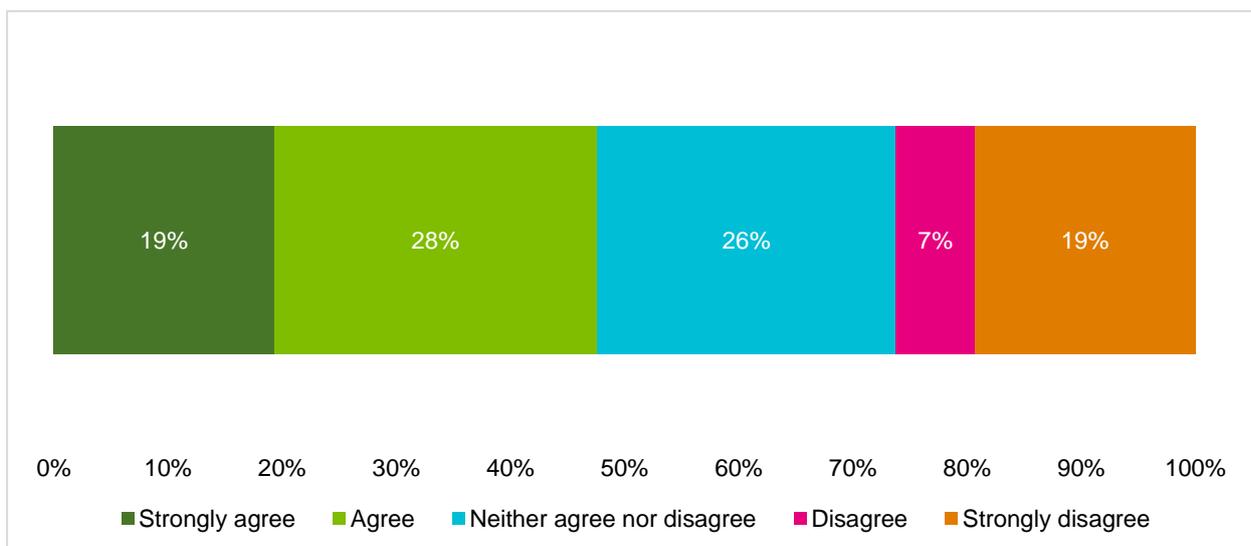


Base: all those who provided a response (N: 145)

5.3.3. Question 6 asked ‘we are also proposing to close Chequers Lane where it crosses the access road, however we are planning to maintain connectivity for access to nearby properties and for walkers and cyclists. To what extent do you agree or disagree with these proposals?’

5.3.4. A total of 145 respondents answered this question, of which 47% (69 respondents) agreed to some extent with the proposal to close Chequers Lane where it crosses the access road (19%, 28 respondents strongly agreed and 28%, 41 respondents agreed) whilst 26% disagreed to some extent (7%, 10 respondents disagreed and 19%, 28 respondents strongly disagreed). Full details can be seen in Figure 5-2.

**Figure 5-2 - Extent Of Support For Closing Chequers Lane**



Base: all those who provided a response (N: 145)

- 5.3.5. Question 7 asked respondents if they had any comments about the proposals for the south section of the proposed access road. A total of 95 respondents provided their comments, which resulted in 149 coded comments. The most commonly occurring themes are detailed below.
- 5.3.6. Respondents took the opportunity to comment on design changes for the proposed southern section of the access road, as well as more broadly (14%, 21 mentions). This included suggestions around repositioning of roundabouts, extending or dualling the access road, lowering the bridges' level, and more generally a consideration of the road network around King's Lynn and to align any plans with it. Some respondents mentioned their concerns regarding the impacts on the surrounding areas (11%, 16 mentions), especially Setchey, or North Runcton. Some respondents highlighted their concerns regarding congestion and traffic increase caused by the plans (7%, 11 mentions) and made comments regarding Rectory Lane (5%, 8 mentions) including noise impacts from elevation and traffic increase concerns.

**Table 5-2 - Themes From Comments About The South Section**

Theme description	No. of mentions	% of mentions
Suggestion - Design changes	21	14%
Oppose/Concern - Impact to surrounding areas	16	11%
Concern - Congestion / Traffic increase	11	7%
Other comments unrelated to the scheme	10	7%
Comments on Rectory Lane	8	5%

Base: all coded responses (N: 149)

- 5.3.7. Comments included:
- "it will become a nightmare for the residents of North Runcton to get on to the A10 going south".
  - "5 roundabouts is hardly ideal for a free-flowing main road".
  - "Closing Chequers Road would severely hamper our access".
  - "...a lot of roundabouts on a 1.5 mile stretch"
  - "Rectory lane will still be excessively used".

## 5.4 Environmental and landscape considerations

- 5.4.1. Question 8 asked respondents if they had any comments on the environmental proposals for the proposed access road. A total of 86 respondents provided their comments, which resulted in 124 coded comments.

5.4.2. The most common theme occurring within the responses to the environmental proposal included opposition over the impact the development may have on the environment, in particular the existing rural setting (19%, 23 mentions). Of the responses provided 17% (21 mentions) had no comments on the environmental proposal (theme - other comments unrelated to the scheme). Other respondents mentioned their concern over the potential pollution the proposal may cause (15%, 18 respondents), comments including those on-air pollution and noise pollution. Some respondents asked for further information on the proposed environmental plans (7%, 9 respondents). 6% of responses commented on the associated proposed housing development (8 mentions).

**Table 5-3 - Themes From Comments About The Environmental Proposal**

Theme description	No. of mentions	% of mentions
Oppose - Due to environmental Impact of Proposal	23	19%
Other comments unrelated to the scheme	21	17%
Concern - Pollution	18	15%
Suggestion - Further information	9	7%
Comment - Proposed Housing development	8	6%

Base: all coded responses (N: 124)

5.4.3. Comments included:

- “more houses will add additional pressures to already stretched resources”.
- “It just gives carte-blanche for developers to infill north of North Runcton”.
- “roundabouts mean more breaking, speed changes and gearing changes all which will cause pollution”.
- “The noise, light and air pollution will massively impact an extremely rural environment”.
- “environmental issues have been thought about and seem to be adequate”.

5.4.4. Question 9 asked respondents if they had any comments on the landscape proposals for the proposed access road. A total of 76 respondents provided their comments, which resulted in 95 coded comments. The most commonly occurring themes are detailed below.

5.4.5. Of the responses, 24% of respondents had no further comments to provide (23 mentions) (theme - other comments unrelated to the scheme). Other respondents took the opportunity to request the plans include more to the landscaping proposals, comments included more trees and vegetation (17%, 16 mentions). Several respondents commented on their support for the proposals (8%, 8 mentions), whilst 8% mentioned that they objected (8 mentions). Some respondents also mentioned that they opposed the overall scheme (5%, 5 mentions).

**Table 5-4 - Themes From Comments About The Landscape Proposal**

Theme description	No. of mentions	% of mentions
Other comments unrelated to the scheme	23	24%
Suggestion - Add more landscaping (e.g more trees)	16	17%
Support - Landscaping proposal	8	8%
Oppose - Landscaping proposal	8	8%
Oppose - Overall Scheme	5	5%

Base: all coded responses (N: 95)

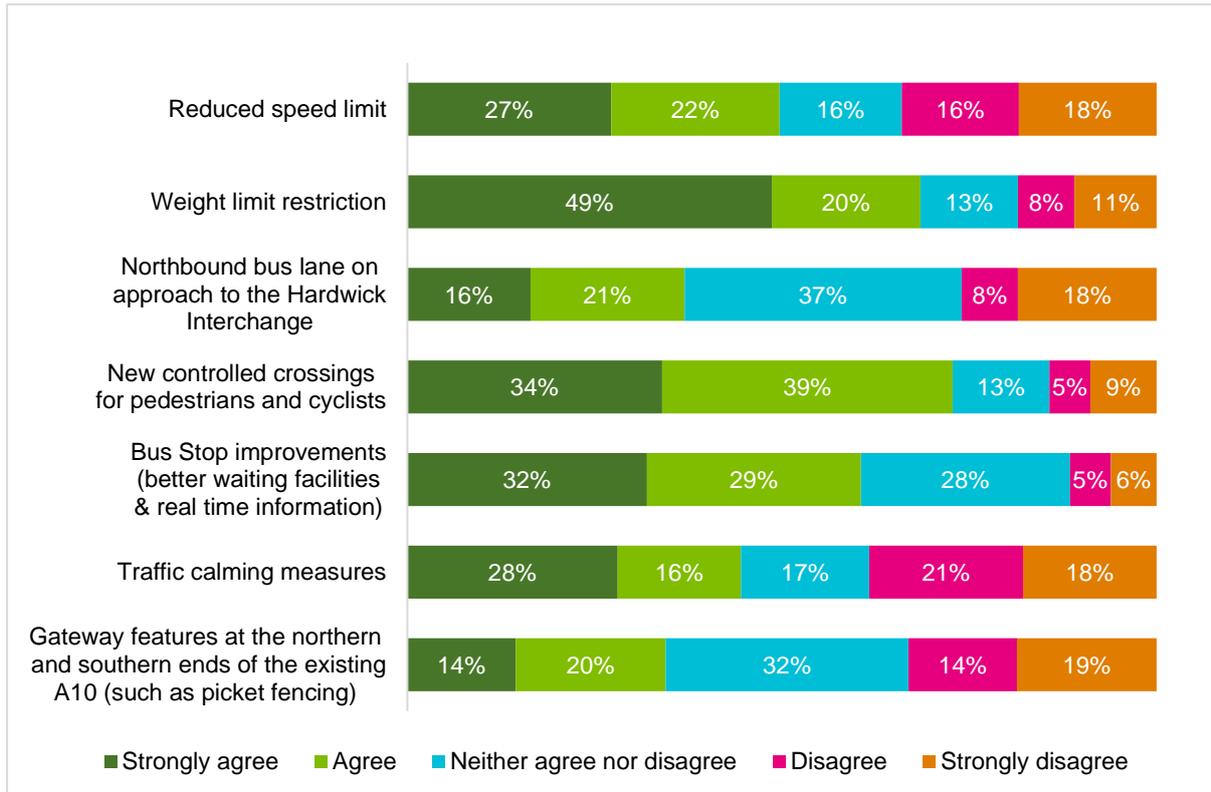
5.4.6. Comments included:

- “If proper mixed native hedging is put all along the new road, with native trees added in the hedging, so that there is a good mix, then it is laudable”.
- “Do make it look nice whilst maintaining good visibility on approaching the roundabout. Low maintenance verges - wildflower stretches”.
- “The road should be completely lined by trees to trap pollution and sound proofing”.
- “Strongly disagree with all plans. Build a new hospital instead”.
- “The road and housing estate will radically change the visual outlook for people in North Runcton”.

## 5.5 Improvement measures on the existing A10

- 5.5.1. Question 10 asked ‘To what extent to you agree or disagree with the following potential types of measures to improve the existing A10 through West Winch and encourage traffic to use the access road?’
- 5.5.2. A total of 147 respondents answered this question, with a high proportion, 73% (107 respondents) agreeing with new controlled crossings for pedestrians and cyclists (34%, 50 respondents strongly agreed and 39%, 57 respondents agreed), closely followed by weight limit restrictions (49%, 71 respondents strongly agreed and 20%, 29 respondents agreed). On the other hand, 39% of respondents (56 respondents) disagreed with introducing traffic calming measures (21%, 30 respondents disagreed and 18%, 26 respondents strongly disagreed). Full details can be seen in Figure 5-3.

**Figure 5-3 - Extent Of Agreement With Measures To Improve The Existing A10**

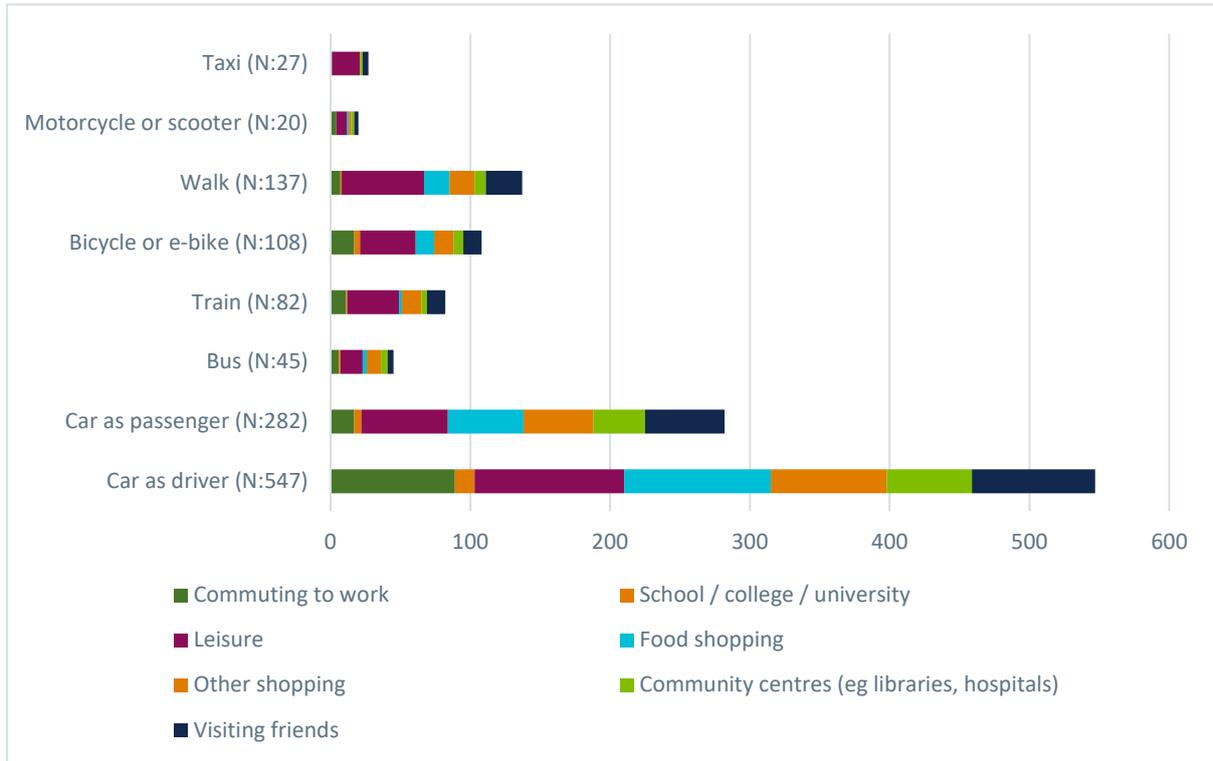


Base: all those who provided a response (N: 147)

## 5.6 Active travel

- 5.6.1. Question 11 asked ‘Thinking about your travel habits, what forms of transport do you currently use when travelling in the local area?’. Respondents were able to select all that applied.
- 5.6.2. The highest number of responses was received for car as a driver (547 responses), with respondents indicating they use the car for all activities when travelling in the local area (20%, 107 respondents for leisure; 19%, 105 respondents for food shopping). This was followed by car as a passenger (282 responses). The lowest number of responses was received for taxi (27 responses). Full details can be seen in Figure 5-4.
- 5.6.3. The analysis of respondents’ travel habits indicates high car usage and low usages of public transport.

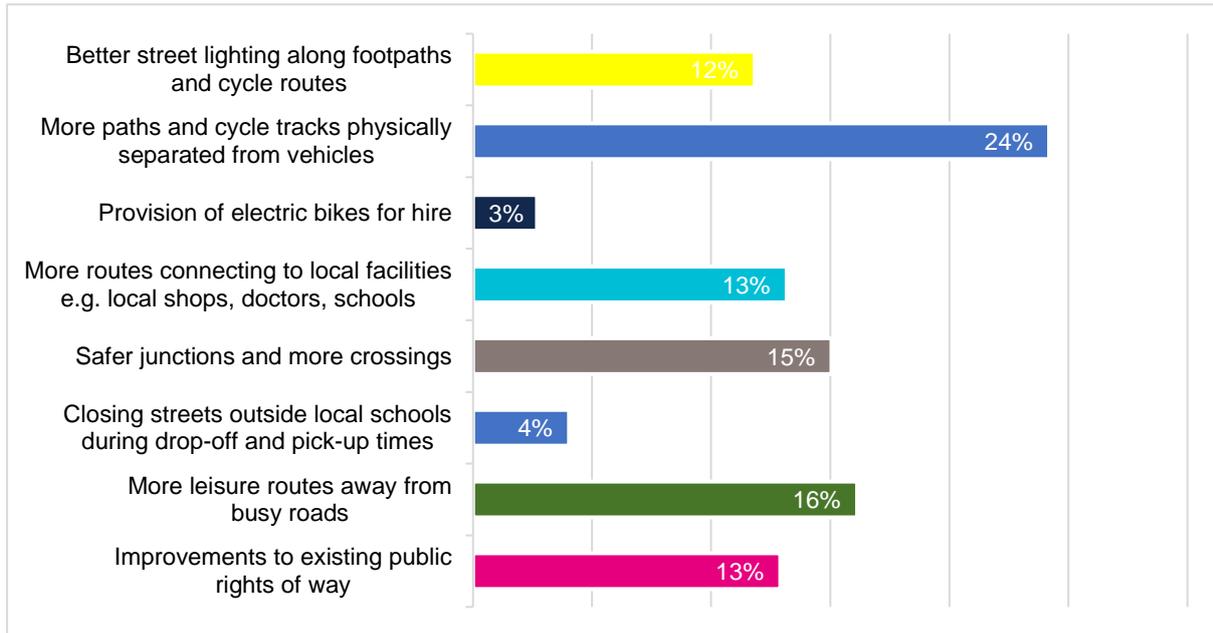
**Figure 5-4 - Travel Habits**



Base: all responses received (N: as shown); percentages lower than 3 have not been included.

- 5.6.4. Question 12 asked ‘Please select the top three factors that would encourage you to cycle or walk more in general’.
- 5.6.5. A total of 372 responses were received for this question, with respondents indicating that more paths and cycle tracks physically separated from vehicles would be the most important factor that would encourage them to cycle or walk more (24%, 90 responses). This was followed by more leisure routes away from busy roads (16%, 60 responses) and safer junctions and more crossings (15%, 56 responses).
- 5.6.6. The least important factors were the provision of electric bikes for hire (3%, 10 responses) and closing streets outside local schools during drop-off and pick-up times (4%, 15 responses).
- 5.6.7. Full details can be seen in Figure 5-5.

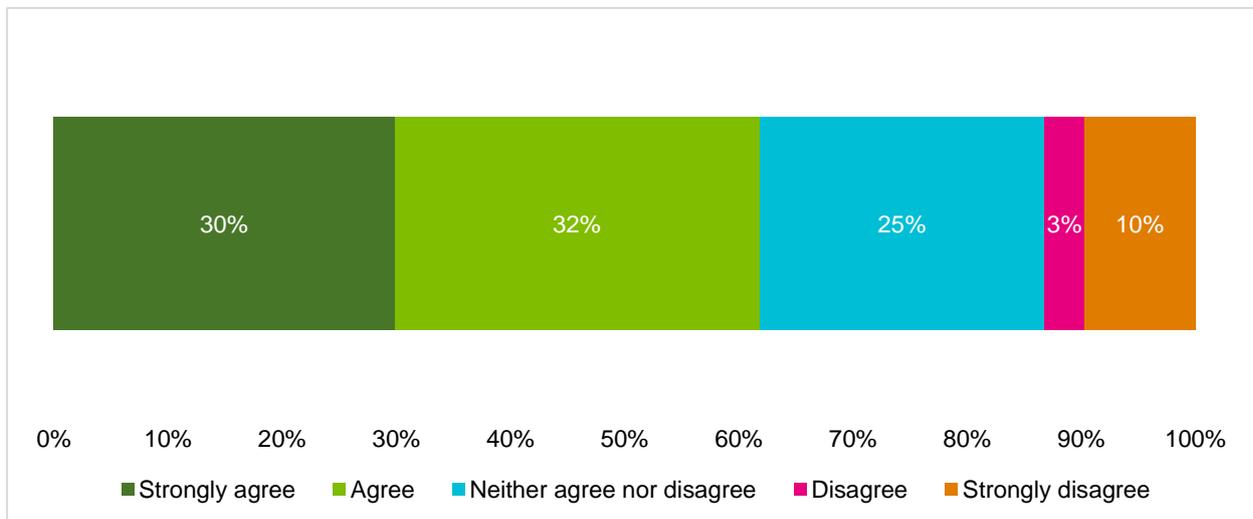
**Figure 5-5 - Factors That Would Encourage More Cycling Or Walking**



Base: all responses received (N: 372)

- 5.6.8. Question 13 asked ‘*We are proposing to include a walking and cycling link parallel with the access road to ensure there is a high-quality connection between the new and existing communities. To what extent do you agree or disagree with this proposal?*’
- 5.6.9. A total of 148 respondents answered this question. More than half of respondents (62%, 89 respondents) stated that they supported to some extent the proposed walking and cycling link parallel to the access road (30%, 43 respondents strongly agreed and 32%, 46 respondents agreed) whilst 13% disagreed to some extent (3%, 5 respondents disagreed and 10%, 14 respondents strongly disagreed). Full details can be seen in .
- 5.6.10. Figure 5-6.

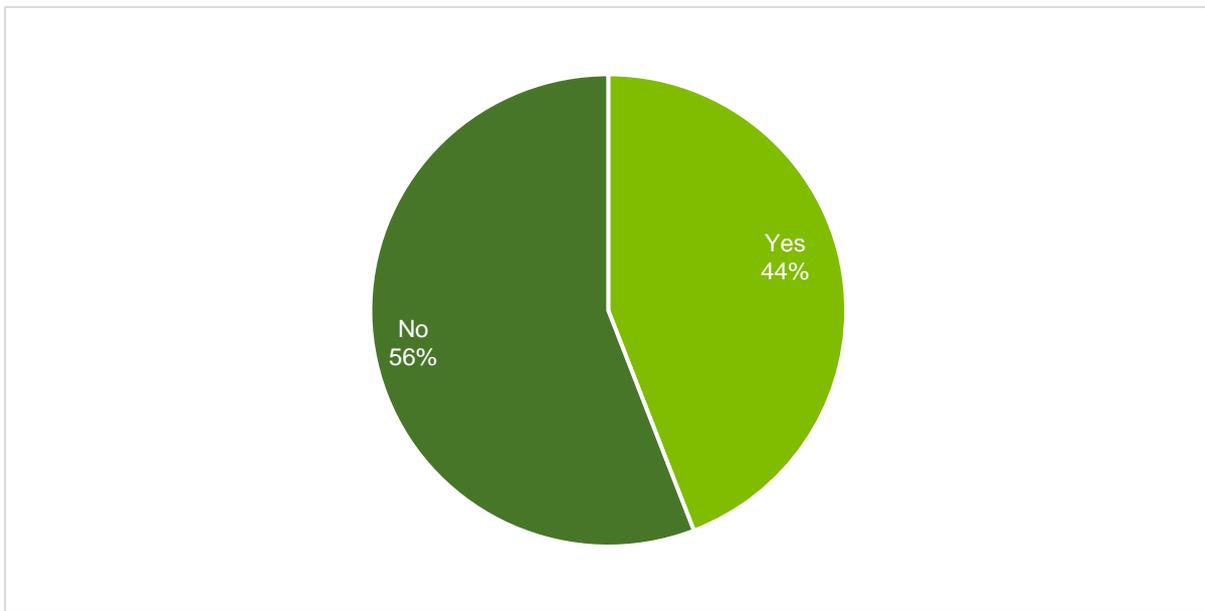
**Figure 5-6 - Extent Of Agreement With The Proposed Walking And Cycling Link**



Base: all those who provided a response (N: 144)

- 5.6.11. Question 14 asked ‘*There are existing walking and cycling facilities around the western edge of the Hardwick junction, that connect West Winch to the Hardwick Road and the centre of King’s Lynn. We would like your views on these facilities to inform wider transport measures and opportunities. Have you used these routes as a pedestrian or cyclist?*’
- 5.6.12. A total of 145 respondents answered this question, with more than half, 56% (81 respondents) advising that they had not used the walking or cycling routes and 44% (64 respondents) advising that they had. Full details can be seen in
- 5.6.13. Figure 5-7.

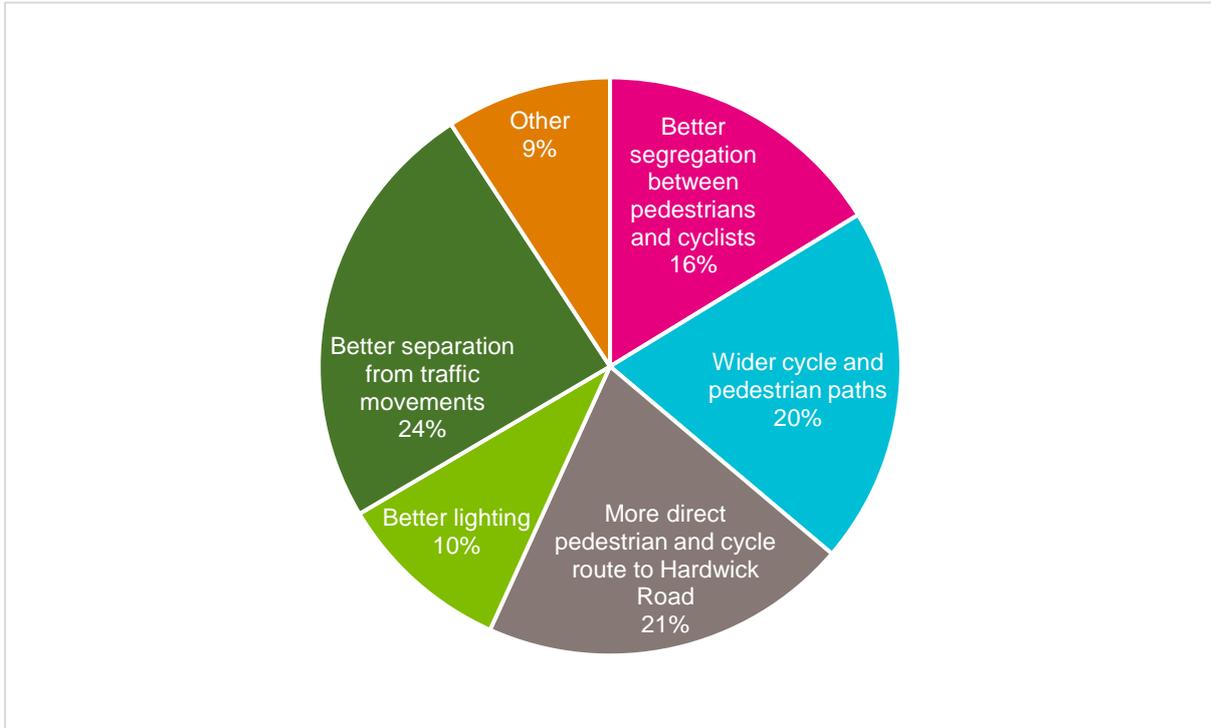
**Figure 5-7 - Usage Of Routes As A Pedestrian Or Cyclist**



Base: all those who provided a response (N: 145)

- 5.6.14. Question 15 asked ‘*If yes, what would improve the existing pedestrian and cycle route around the western edge of the roundabout?*’. Respondents were able to select all that applied.
- 5.6.15. A total of 185 responses were received for this question. The top three options respondents chose included better separation from traffic movements (24%, 45 responses), a more direct pedestrian and cycle route to Hardwick Road (21%, 38 responses) and wider cycle and pedestrian paths (20%, 37 responses). For those who chose other, the most common response received was for better priority at crossings for pedestrians and cyclists; other responses included the need for better surfaces and maintenance.
- 5.6.16. Full details can be seen in Figure 5-8.

**Figure 5-8 - Improvements For The Existing Walking And Cycling Routes**

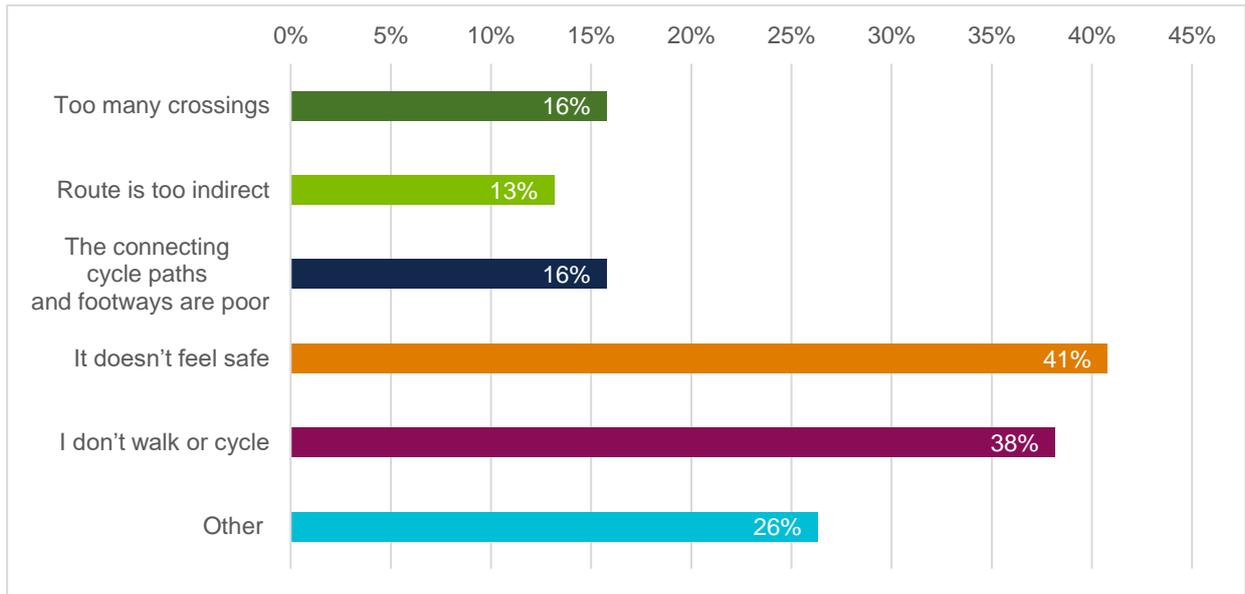


Base: all responses received (N: 185)

5.6.17. Question 16 asked 'If no, why not?'

5.6.18. A total of 114 responses were received for this question, with the highest proportion of responses (41%, 31 responses) indicating that it does not feel safe. Full details can be seen in Figure 5-9.

**Figure 5-9 - Reasons For Not Using The Existing Walking And Cycling Routes**



Base: all responses received (N: 114)

5.6.19. Question 17 asked respondents for any other comments related to walking and cycling in the local area. A total of 73 respondents provided their comments, which resulted in a total of 97 coded comments.

5.6.20. Respondents used the opportunity to voice their concerns over the existing and proposed safety of those cycling and walking in the area (30%, 29 mentions). Some respondents provided suggestions for the active travel proposals, including locations for new pedestrian crossings, how to improve existing routes in the area as well as improvements such as lighting (26%, 25 mentions). Some respondents stated that they had no further comments (13%, 13 mentions). Other respondents requested that the designs were reconsidered (7%, 7 mentions) whilst other opposed the proposed active travel plans (6%, 6 mentions).

**Table 5-5 - Themes From Comments About The Active Travel Proposal**

Theme description	No. of mentions	% of mentions
Concerns - Safety of those using active travel provision	29	30%
Suggestion - active travel proposals	25	26%
Other comments unrelated to the scheme	13	13%
Suggestion - Design changes	7	7%
Oppose - Active Travel	6	6%

Base: all coded responses (N: 97)

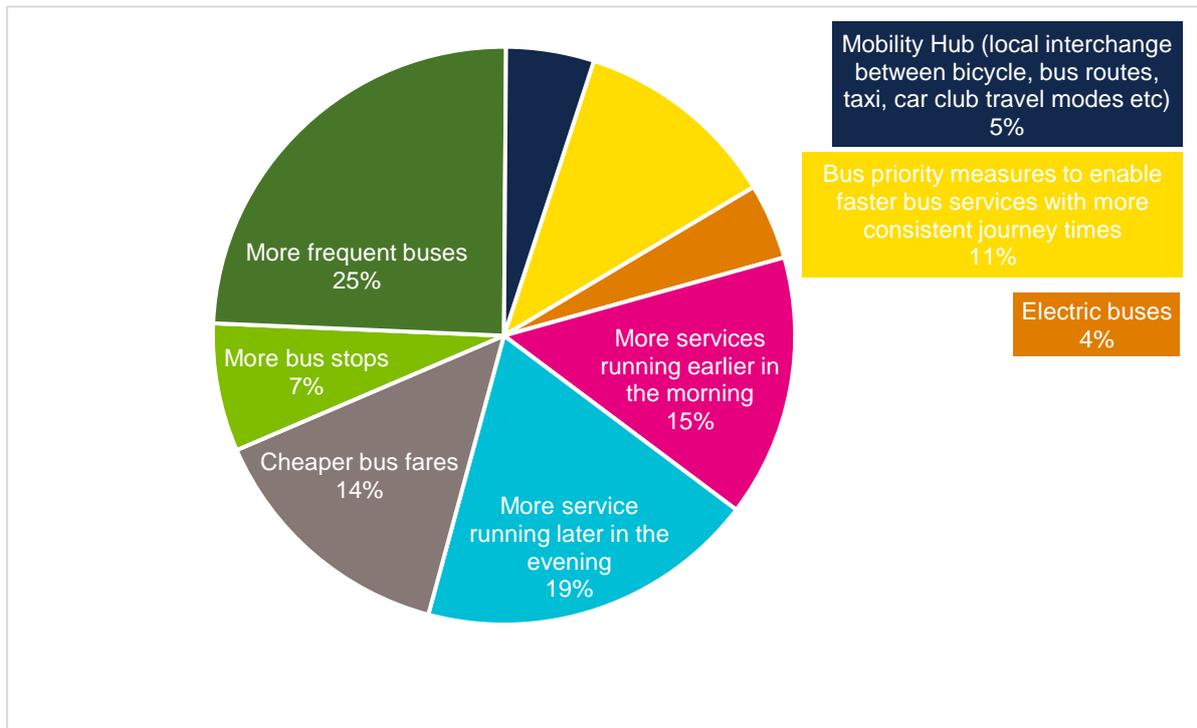
5.6.21. Comments included:

- “The new walking/cycling link shouldn't be parallel to the new Access Road but alongside the old A10 route”.
- “Cycling on roads too dangerous”.
- “it's impossible to cross the existing A10 safely”.
- “Cycling facilities simply need to be segregated properly and fully from other road traffic, including pedestrians”.
- “Serious consideration should be given to improving connecting paths to the area”.

## 5.7 Public transport

- 5.7.1. Question 18 asked ‘Please select the top three measures that would encourage you to use public transport more’.
- 5.7.2. A total of 307 responses were received for this question. The most popular option chosen was for more frequent buses (24%, 75 responses), followed by more services running later in the evening (19% 58 responses) and more services running earlier in the morning (15%, 45 responses). Full details can be seen in Figure 5-10.

**Figure 5-10 - Measures That Would Encourage Public Transport Usage**

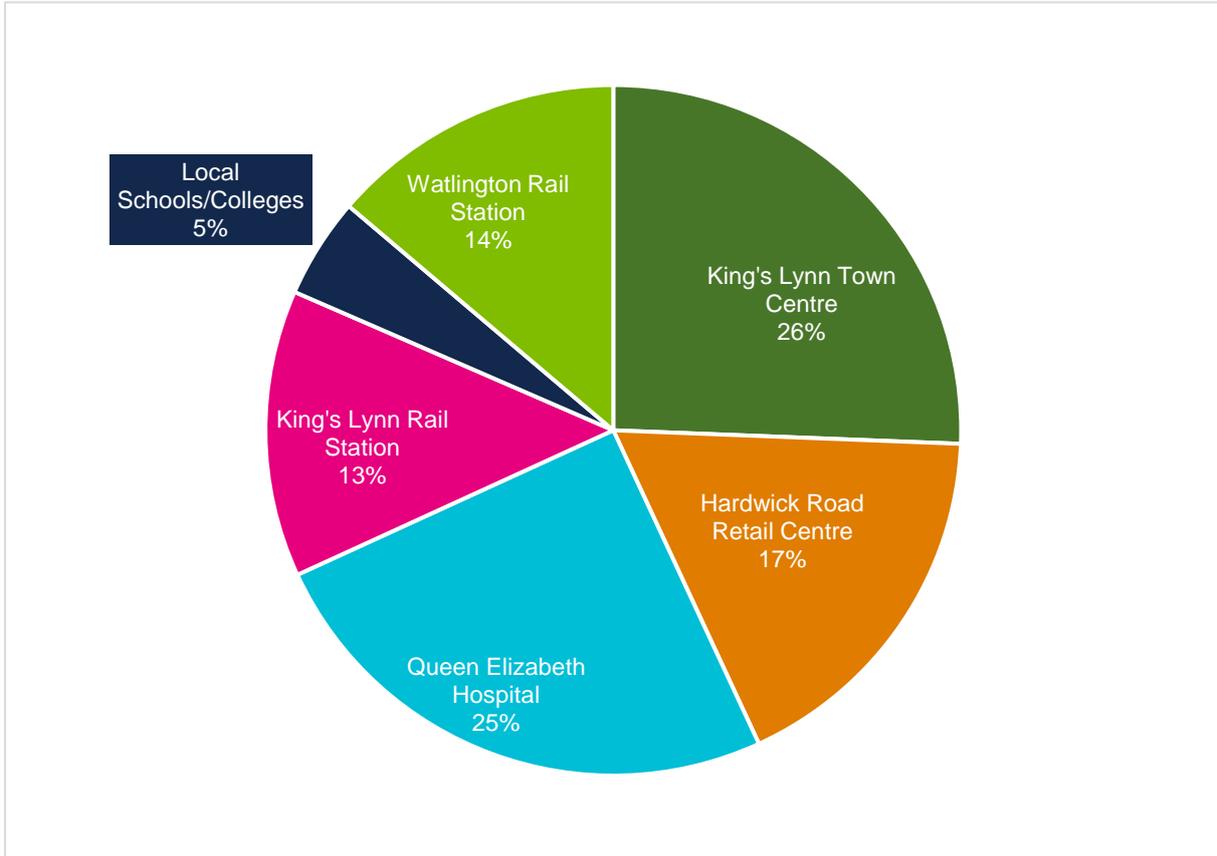


Base: all responses received (N: 307)

- 5.7.3. Question 19 asked ‘Which of the following local destinations would you like to be able to access by bus?’. Respondents were told to tick their top three local destinations.

5.7.4. A total of 320 responses were received for this question. King’s Lynn Town Centre and Queen Elizabeth Hospital were the top local destinations that respondents would like to be able to access by bus (26%, 82 responses and 25%, 80 responses), followed by Hardwick Road Retail Centre (18%, 56 responses). Full details can be seen in Figure 5-11.

**Figure 5-11 - Local Destinations To Be Accessed By Bus**



Base: all responses received (N: 320)

## 5.8 Any other comments

- 5.8.1. Question 20 asked respondents if they had any other comments about the proposals for the West Winch Housing Access Road. A total of 91 respondents provided their comments, which resulted in 132 coded comments.
- 5.8.2. A few respondents used this question to discuss other issues unrelated to the scheme, whilst others stated that they had no more further comments (11%, 14 mentions). Other respondents voiced their concerns over the potential congestion caused by the development and the increase in traffic (8%, 11 mentions). Some respondents used this to comment on the proposed housing development at West Winch (8%, 11 mentions) and some asked for the designs to be reconsidered (8%, 11 mentions). Other respondents voiced their overall opposition against the scheme (8%, 10 mentions).

**Table 5-6 - Themes From Any Other Comments On The Scheme**

<b>Theme description</b>	<b>No. of mentions</b>	<b>% of mentions</b>
Other comments unrelated to the scheme	14	11%
Concern - Congestion / Traffic increase	11	8%
Comment - Proposed Housing development	11	8%
Suggestion - Design changes	11	8%
Oppose - Overall Scheme	10	8%

Base: all coded responses (N: 132)

## 6 Written Responses

### 6.1 Who responded

6.1.1. A total of 18 written responses were received, with 13 of these being from individuals and 5 of these being from groups, organisations or elected representatives:

- Historic England
- Hope’s Charity
- Hopkins Homes Ltd
- Metacre Limited
- North Runcton Parish Council

6.1.2. The main themes identified are summarised in Table 6-1. The highest proportion of comments related to the proposed housing development, concerns on congestion and traffic and the impact to surrounding areas. Verbatim comments are included in Appendix B.

**Table 6-1 - Emerging Themes From Written Responses**

Theme description	No. of mentions	% of mentions
Comment - Proposed housing development	8	8%
Concern - Congestion / Traffic increase	7	7%
Oppose/Concern - Impact to surrounding areas	7	7%
Suggestion - Design changes	7	7%
Concern - Pollution	6	6%
Comments on Chequers Lane	4	4%
Oppose - Overall Scheme	4	4%
Concerns - HGVs	4	4%
Concerns - Safety of those using active travel provision	4	4%
Concern - New additional journeys	3	3%
Oppose - Hardwick Interchange	3	3%
Oppose - Access Road - too many roundabouts	3	3%
Comments on the existing A10	3	3%

Theme description	No. of mentions	% of mentions
Oppose - Due to environmental impact of proposal	3	3%
Concern - Proposed wildlife mitigation	3	3%
Suggestion - Active travel proposals	3	3%
Concern - Impact on existing roads	3	3%

## 7 Conclusions

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- 7.1.1. The responses to the consultation will be considered carefully by the project team and used to develop the scheme further. Overall, the consultation resulted in 149 survey responses and 18 written responses. The results demonstrate a mix of support and concern, in particular over congestion and impact to surrounding areas. Suggestions for alterations to the proposed design and requests for more landscaping were amongst other items raised. Key themes and the project team responses are shown in Table 7-1.
- 7.1.2. Details of how the scheme has evolved and changed as a result of this consultation will be presented at the next round of public consultation.
- 7.1.3. Once finalised the consultation report and appendices will be made publicly available on the Norfolk County Council website.

**Table 7-1 - Key Themes And Our Response**

Theme	Our response
Road remains too close to West Winch	<p>Alignment of the road has been agreed to support the West Winch Strategic Growth Area and to alleviate the impact of the development on the local area. Details are available in the Local Plan documentation.</p> <p>The West Winch Growth Area has been established through the Site Allocations and Development Management Policies Plan which adopted in 2016 following examination by the Planning Inspectorate. The location and site has been found to be sound, being located south of, and acting as an extension to, the most sustainable settlement within the Borough, King's Lynn. The current Local Plan is planning to take this forward as a key element of the latest development strategy under Strategic Policy E2. The consideration of the proposed growth area has taken into account the proximity to existing locations such as West Winch village.</p>
Proposed access road should be the other side of West Winch and link up with the A47	<p>The proposed road provides access to the new development within the Growth Area and so must be on the east of West Winch.</p> <p>The access road forms an essential part of the Infrastructure Delivery Plan for the Local Plan required to ensure that the West Winch Growth Area can be delivered. The proposed location suggested would not support this.</p>
Removal of small roundabout at the Hardwick Interchange will lead to congestion	<p>Changes are required to the A47 Constitution Hill roundabout due to the increases in traffic which will occur on the A47 as a result of the access road and growth area. Removal of the roundabout was the best fit for the scheme objectives, largely based on its ability to provide a high level of vehicular capacity and therefore resilience to the local network and strategic journeys in the area.</p> <p>Traffic modelling shows that removal of the roundabout will not impact negatively on future traffic flows in the area.</p>
The proposed access road has too many roundabouts	<p>Roundabouts are provided for access to different/multiple areas within the Growth Area; junctions align with the need to provide access to the main arterial roads within the development. Roundabouts will enable controlled access to the arterial routes and help to keep speeds lower.</p>

Theme	Our response
<p>The proposed access road should be dualled</p>	<p>Future projected traffic flows associated with the Growth Area suggest that a single carriageway design will be sufficient. This is further influenced by future traffic projections post Covid-19 which demonstrate lower future traffic growth. There is a range of considerations to why a road should be designed as dualled but this is primarily driven by projected traffic numbers. Traffic flows considered both at and after the scheme opening year in order to come to this conclusion.</p>
<p>The proposed access road should be a bypass separating through and commercial traffic from residential areas</p>	<p>The design allows for local traffic as well as commercial or through traffic and alleviates pressure from the existing road through West Winch. There are measures being implemented to discourage the use of the existing A10 through West Winch as a through route for commercial vehicles in order to reduce the traffic numbers in residential areas. The traffic modelling demonstrates a reduction in traffic along the existing A10.</p>
<p>Continuing the access road to the A10 and A134 would reduce traffic on current A10 through Setchey</p> <p>Negative impact on Setchey if scheme goes ahead</p>	<p>The business case for the road is primarily based on providing an access road for the housing in the West Winch Growth Area. The road's route has therefore been set to provide this access. Extending the road further south to the A134 roundabout would significantly increase the cost and complexity of the project.</p> <p>Traffic flows further south along the A10 will be modelled and monitored as part of this project.</p>
<p>Closing Chequers Lane will impact on residents' access</p>	<p>We are reviewing access arrangements as a result of consultation, taking into account the access needs of the local residents to and from the housing access road as well as providing the vital connectivity between the two local communities.</p>
<p>Concerns about the loss of green belt and/or agricultural land</p>	<p>Any loss of green belt or agricultural land will be restricted to the minimum required for the highway. Ecology and landscape assessments will be undertaken to determine the likely impacts to the area and suitable mitigation will be provided, including the planting of native species. Wherever possible, agricultural land will be returned to its original use after the construction of the scheme. An Agricultural Land Classification assessment is currently being undertaken and this will inform the impact assessment of the scheme which will then be presented to the determining authority. Any effects on Agricultural land will be reported in the Environmental Statement which will be available to the public and a non-technical summary will be provided when the planning submission is live.</p>

Theme	Our response
Concerns over environmental impact of noise and air pollution from the new road	<p>Air quality and noise assessments will be carried out to determine the likely impacts of the scheme and suitable mitigation will be provided, which may include the installation of a noise barrier, or other measures if necessary.</p> <p>It is anticipated that the traffic measures at West Winch will encourage traffic to use the new access road which will decrease the traffic levels on the existing A10. This will improve air quality through West Winch adjacent to the existing A10.</p> <p>A path for cyclists and pedestrians will be provided alongside the new road to encourage active travel with the aim of reducing motorised vehicle use.</p> <p>Air and Noise impacts will be assessed within the forthcoming Environmental Impact Assessment (EIA), this will determine the likely effects of the road on the surrounding environment. Where environmental effects occur the EIA process will outline mitigation measures and if effects persist following mitigation, the Environmental Statement (ES) will be used to inform the decision-making process. The ES will be available to the public and a non-technical summary will be provided when the planning submission is live.</p>
Scheme will lead to even more development to the north or in North Runcton	<p>West Winch has been allocated within the Local Plan as a Strategic Growth Area. The West Winch Strategic Growth Area is a significant area of land covering 192 hectares. The growth area is located to the south-east of King’s Lynn and includes parts of the parishes of West Winch and North Runcton. It is roughly bounded by the A10 to the west, the A47 to the east, and the Setchey to Blackborough End road to the south. It stretches around 3.5km north-south and around 1.5km east-west. The area fringes the village of West Winch and the main road (A10) north towards Hardwick roundabout and King’s Lynn. It stretches towards, but stops short of, North Runcton Village.</p>
Concerns over maintenance of new planting and landscaping	<p>A five-year aftercare plan will be in place to ensure care/maintenance of new planting. Remedial work will be carried out if necessary, in line with any planning conditions.</p>
The new road should be built before any of the new housing	<p>The Site Allocations and Development Management Policies Plan (2016) sets out that no development beyond 300 dwellings will be permitted in advance of the new Access Road opening.</p>

Theme	Our response
<p>Improved bus provision between villages/towns and community facilities needed</p> <p>Public transport and active travel should be given higher priority</p>	<p>Alongside the development of the project NCC are developing a sustainable transport strategy which will set out the approach to be taken within the Growth Area to encourage active and sustainable travel.</p>
<p>Concern over existing infrastructure (schools, doctors, hospitals etc) being unable to cope with additional housing</p>	<p>The Borough's Infrastructure Delivery Plan sets out that the link between the A47 and the A10 will enable distribution of trips from the new development and will alleviate congestion on the existing A10 through West Winch and at the Hardwick junction. As outlined in the Borough Council's Local Plan, the West Winch Strategic Growth Area is the largest and most strategically important site for housing in west Norfolk and will bring up to 4,000 new homes as well as a new housing access road. It will also offer employment opportunities, commercial space, community resources, health facilities, education, play facilities, public open spaces, and transport links all on one site.</p>

# Appendix A

## Consultation Materials





- Consultation brochure
- Consultation survey
- Online consultation room
- Letter to local residents
- Social Media posts and advertising

## APPENDIX A: CONSULTATION MATERIALS

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# *CONSULTATION BROCHURE*



# West Winch

## Housing Access Road Consultation

14 November 2022 to 8 January 2023



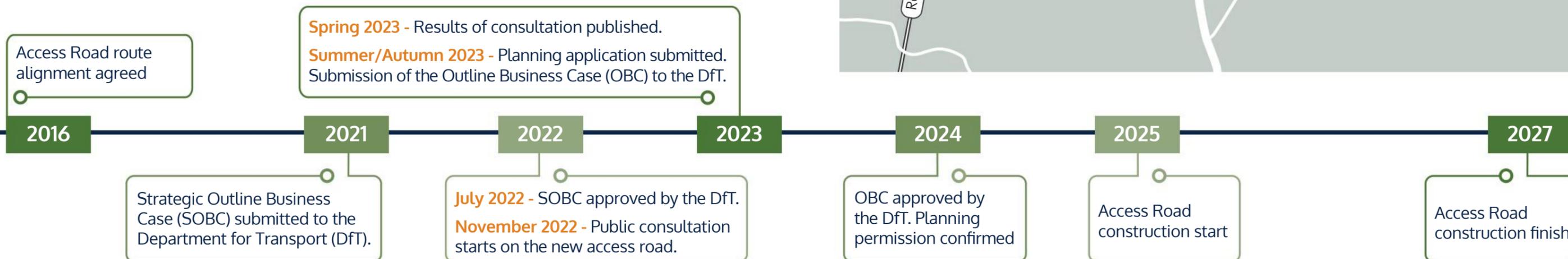
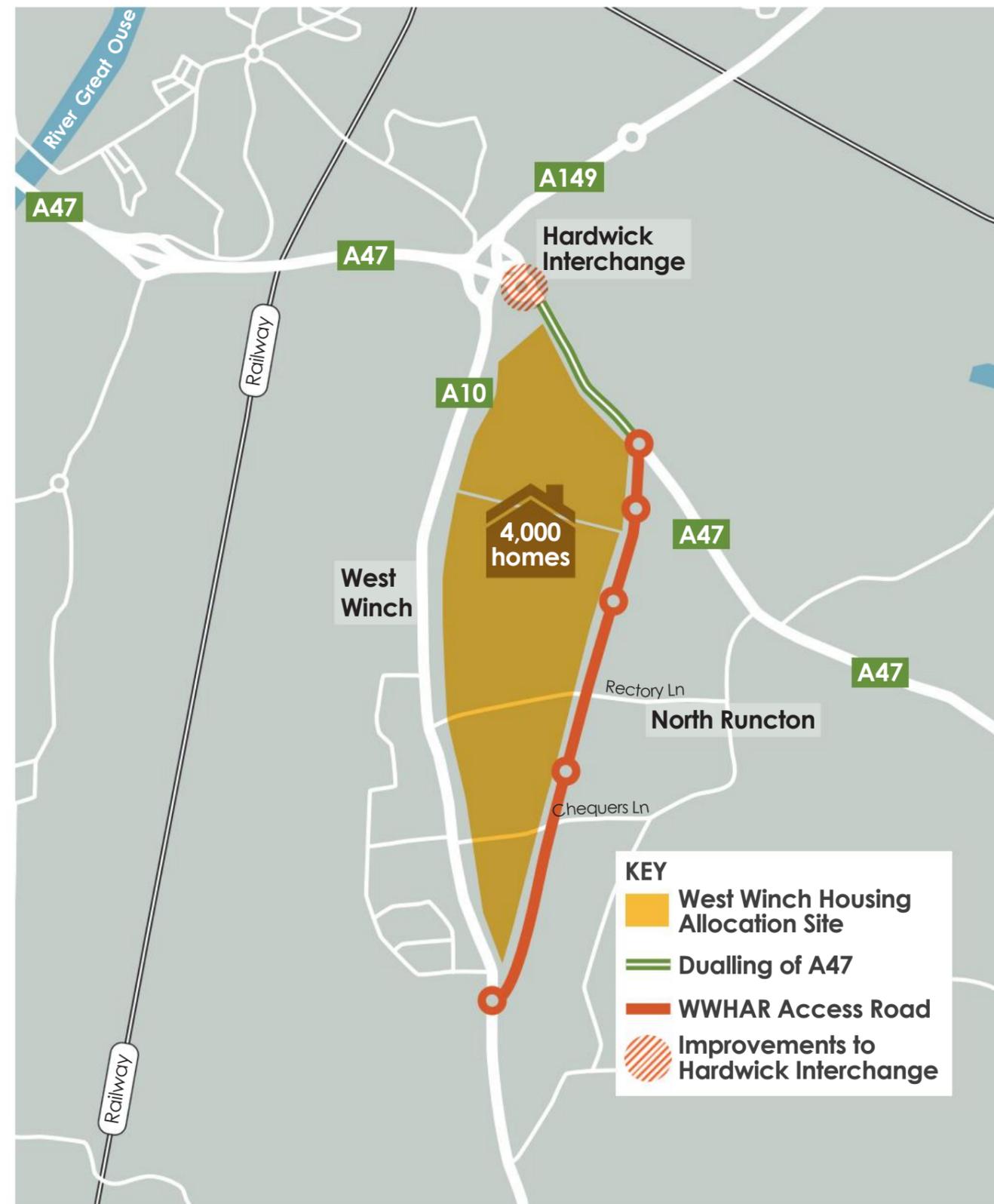
# Introduction

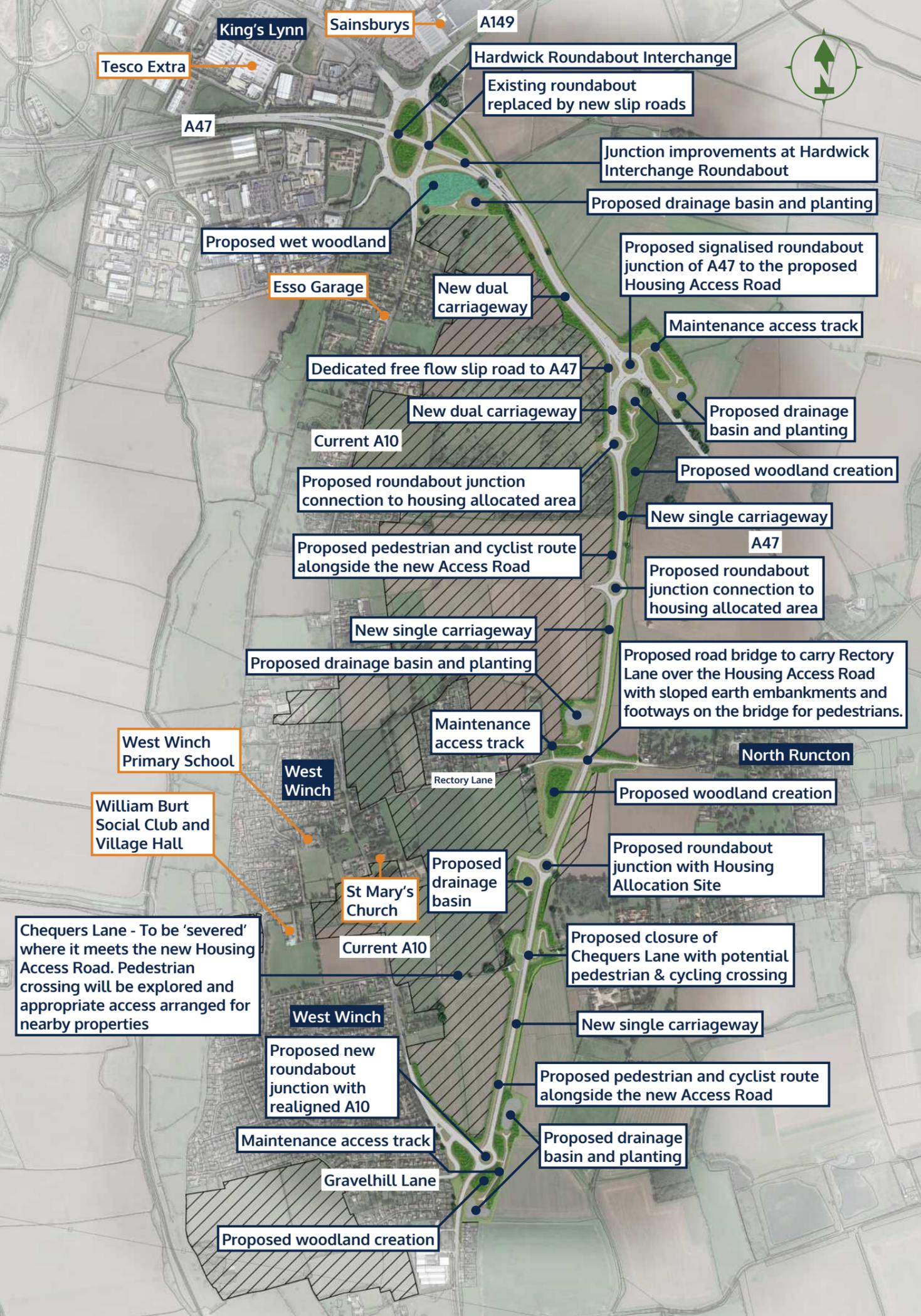
The West Winch Housing Access Road will serve the South East King's Lynn Growth Area (known locally as the West Winch Growth area) which will see around **4,000 new homes** and the associated infrastructure built over the next 20 years.

The new road will also help to **address traffic problems** on the existing A10 by providing an alternative route around the village of West Winch. This will allow **traffic calming measures** to be introduced along the existing A10, **improving safety** and **living conditions** for **local residents**. Once completed, the new access road will become part of the A10.

The West Winch Housing Access Road (WWHAR) scheme comprises the following elements:

 <p><b>A housing access road to the east of West Winch connecting the A47 with the existing A10</b></p>	 <p><b>Modifications to the Hardwick Interchange to accommodate additional housing traffic and the rerouted A10</b></p>
 <p><b>Dualling of the existing A47 between Hardwick Interchange roundabout and the housing access road</b></p>	 <p><b>A new signalised roundabout on the A47</b></p>





# Links to A47

The access road will join the A47 via a new roundabout and a dedicated free flow slip road. The A47 between the access road and the Hardwick Interchange will become a dual carriageway.

The current layout of the A47 and its connection to the Hardwick Interchange needs to be improved to ensure that it can accommodate the traffic from the Growth Area and access road.

Improvements to the junction with the Hardwick Interchange which will see:

- Removal of the smaller roundabout to the east
- New slip roads on and off the A47
- Potential upgrades to signals at the interchange

# Central section

We are proposing to build a new bridge to carry Rectory Lane over the access road to maintain connectivity between West Winch and North Runcton.

# South section

Chequers Lane will be severed to prevent traffic travelling through North Runcton to the A47. We are also exploring the need for a pedestrian and cycling crossing at this location. We will work with nearby properties to ensure there are appropriate access arrangements.

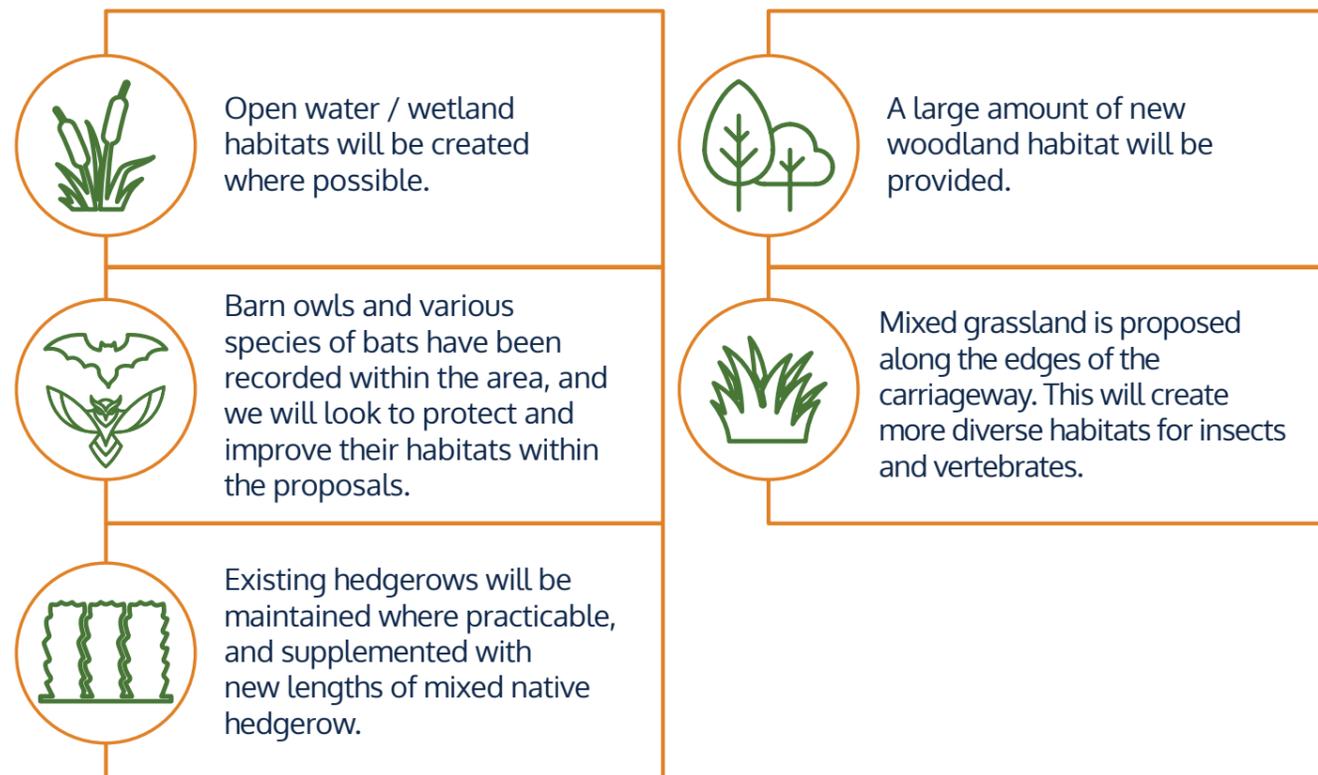
-  New single carriageway with a roundabout junction travelling north from the A10 toward the A47
-  New roundabout linking the A10 with the access road
-  A10 and Gravelhill Lane will be realigned to suit the new roundabout
-  Footway/cycleway to the west of the new road
-  Surface water drainage from the new road will be designed to avoid impacts to existing watercourses, using attenuation features (areas that fill during significant rainfall) to minimise flood risk. Sustainable drainage systems (SuDS) like this are designed to avoid making any existing drainage issues worse.

# The Landscape

The landscape and ecology strategy for the new Access Road is focussed around these key themes:

- 1 **Retaining existing high quality landscape features, such as hedgerows, woodland and specimen trees, where possible;**
- 2 **Limiting visual impact of the development, using planting buffers to provide areas of visual screening. It is anticipated that the flat topography, surrounding field pattern and existing network of hedgerows and vegetation will provide a good level of visual containment of the scheme. However, further analysis of this will take place as part of the Landscape and Visual Impact Assessment (LVIA), which is still to be completed;**
- 3 **Enhancing the existing ecological network, improving wildlife links and creating habitats which are of high priority for the region;**
- 4 **Integrating with existing rural landscape character. Plant and tree species will be chosen in line with local landscape character assessments, and native species already found on and around the site, to give an enhanced sense of place;**
- 5 **Increasing the overall amount and quality of green infrastructure to offer more opportunities for carbon sequestration.**

## Proposed landscape and ecology measures



# Protecting the Environment

An Environmental Impact Assessment scoping exercise was carried out in 2021 which involved a review of existing data and identification of who might be adversely affected by the scheme. Baseline surveys were also conducted. These activities will help to determine which environmental topics should be covered by the **Environmental Impact Assessment**. The findings will be detailed in an **Environmental Statement**, which will set out our assessment of the likely environmental effects of the Access Road.

The **Environmental Statement** will identify potential environment effects on people, wildlife and habitats for each environmental topic and will identify suitable mitigation measures for both during construction and once the scheme is built. Where impacts can't be mitigated this will be presented in the **Environmental Statement** so that it can be considered during the planning process.

## Air Quality

We will carry out an air quality assessment to establish any beneficial and adverse changes to local air quality. Where traffic levels decrease we anticipate air quality will improve.

## Geology and soils

Ground investigations will be completed across the project to assess any historic land uses (for example, railways & old clay pits) and identify if there is any contamination that needs to be addressed.

## Biodiversity and ecology

Biodiversity describes the variety and range of wildlife and habitat in an area. There are several habitats within the route corridor that are suitable for protected species such as badgers, bats and great crested newts. Biodiversity Net Gain aims to restore habitats to their original condition and improve them. The proposed scheme will look to achieve at least 10% Biodiversity Net Gain.

## Cultural Heritage

There are no designated (protected) heritage assets on the route corridor. There are several listed buildings within 1km of the scheme. As part of the Environmental Statement, the significance of effects from the scheme on built and buried heritage assets will be determined.

## Noise and vibration

Modelling will be used to determine noise and vibration effects during the construction phase. Once the road is open, we anticipate a reduction in traffic levels on the existing A10 with a reduction in related noise and vibration.

## Water

A Construction Environmental Management Plan (CEMP) will be produced to detail mitigation measures to reduce the likelihood of effects such as pollution entering drains and rivers. Use of Sustainable Drainage Systems (SuDS) will mitigate any increase in surface water runoff.

## Population and health

We are proposing improvements to existing active travel routes on the A10 and through the Hardwick interchange. The pedestrian and cyclist route alongside the new Access Road will also encourage active travel between new and existing communities and facilities.

## Climate

We will design the scheme to ensure that we use as much recycled or locally sourced material as possible, to reduce the carbon footprint of the scheme. A climate resilience assessment will also be prepared to look at climate factors, such as temperature, wind, rainfall and how that might impact the scheme.

Other topics covered by the Environmental Impact Assessment will include:

- Aborigiculture
- Equality impact assessment
- Major accidents and disasters

# Traffic Flows

This shows the predicted average daily traffic flows on local roads with and without the access road in place. The forecast traffic flows are shown for the road's opening year and 2039. The year 2039 was selected as this was used for the previous modelling carried out for the Strategic Outline Business Case.

## Potential traffic calming on the existing A10 through West Winch

The reduction in traffic on the existing A10 as a result of the Access Road provides the opportunity to introduce measures that improve journeys for all users including pedestrians, cyclists and bus passengers as well as discouraging through traffic between West Winch and the Hardwick Interchange. We are considering a range of complementary measures on the existing A10 which could include:

- Reduction to the existing speed limit
- Weight Restriction to prohibit Heavy Goods Vehicle through movements
- Northbound bus lane on approach to the Hardwick Interchange
- New signal controlled crossings for pedestrians and cyclists
- Bus stop improvements (better waiting facilities and real time information)
- Traffic calming
- Gateway features (such as picket fences) at the northern and southern ends of the A10

## 24 hour traffic flows

### Table key

Road Name	2018 Traffic Levels
Projected traffic levels in the scheme opening year with 300 new homes (no Access Road)	Projected traffic levels in the scheme opening year with 300 new homes with the Access Road
Projected traffic levels in 2039 with 4000 new homes (no Access Road)	Projected traffic levels in 2039 with 4000 new homes with the Access Road

<b>1</b> A47	38,200	43,400	42,900	47,600	48,100
<b>2</b> A47	20,100	21,300	16,700	23,600	20,600
<b>3</b> A149 Queen Elizabeth Way	27,500	31,700	31,200	36,300	35,800
<b>4</b> A10 West Winch Road	24,100	26,500	10,800	40,000	17,400
<b>5</b> A47 Constitution Hill	19,500	20,600	36,000	21,400	46,200
<b>6</b> West Winch Housing Access Road	0	0	16,000	0	28,500
<b>7</b> A47 Constitution Hill	19,500	20,600	20,600	21,400	21,700

<b>8</b> Chapel Lane	2,000	2,000	2,200	3,300	3,500
<b>9</b> Rectory Lane	1,200	1,400	1,400	3,000	2,800
<b>10</b> A10 Lynn Road	21,600	22,600	8,100	28,300	11,900
<b>11</b> Long Lane	1,600	1,800	1,700	2,800	2,700
<b>12</b> A10 Lynn Road	21,300	22,400	8,000	24,500	10,200
<b>13</b> Gravelhill Lane	1,500	1,700	1,600	2,600	2,500
<b>14</b> West Winch Housing Access Road	0	0	14,600	0	17,100
<b>15</b> A10 Lynn Road	21,000	22,100	22,100	22,700	24,200
<b>16</b> New Road	800	1,000	1,000	1,100	1,100
<b>17</b> New Road	3,300	3,600	3,600	6,600	4,900

## Map of locations



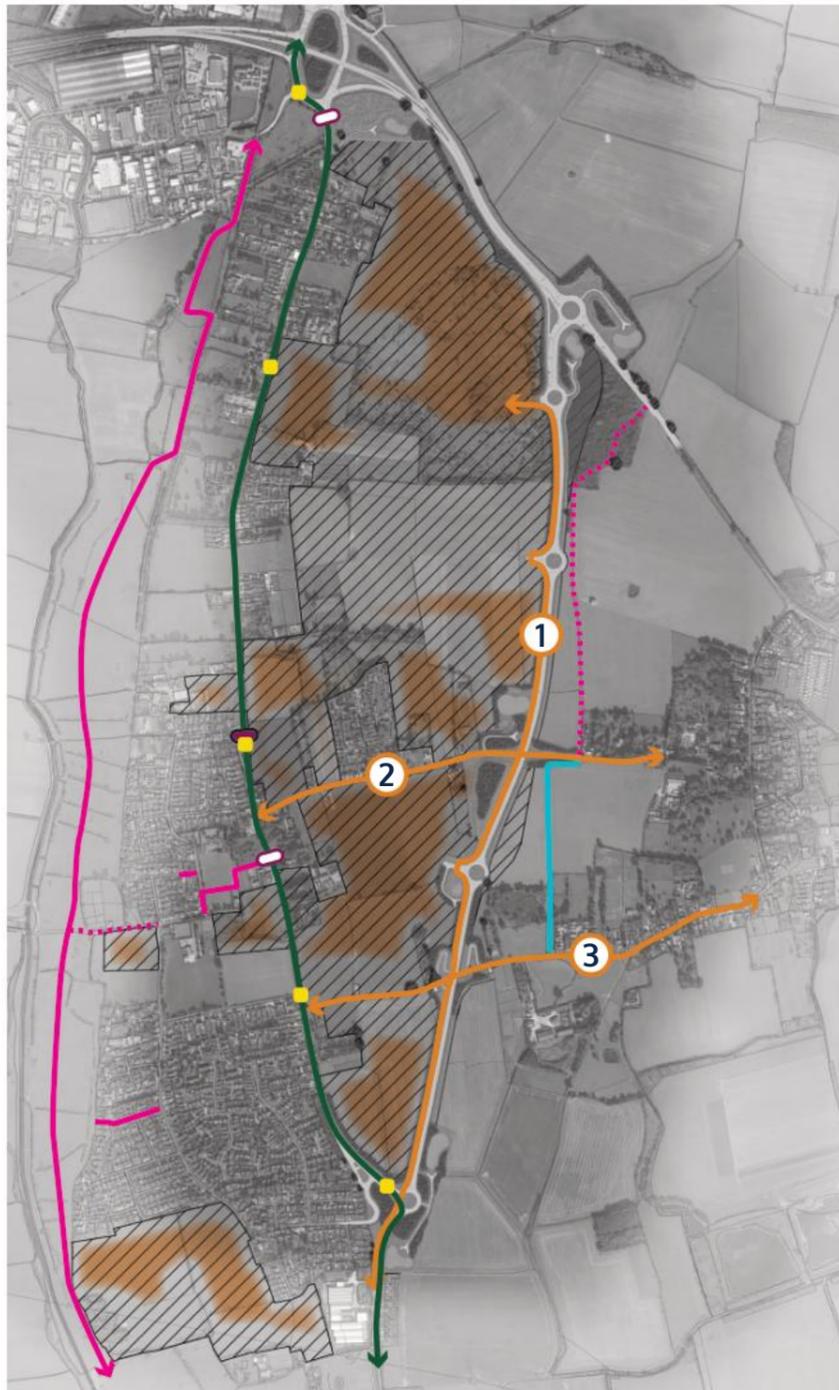
# Active Travel

We want to encourage active forms of travel including walking and cycling.

The new Access Road active travel facilities will connect with and complement the existing and proposed walking and cycling routes that will be delivered by the planned housing growth areas and wider Local Cycling and Walking Implementation Plan.

The Access Road will support active travel by providing the following facilities:

- 1 A walking and cycling path alongside the Access Road, providing one of three north-south routes including a route through the Growth Area and the existing shared-use path alongside the A10
- 2 Provision of direct pedestrian and cycle connectivity between Rectory Lane and the Access Road path providing connectivity between North Runcton, West Winch and the Growth Area
- 3 Chequers Lane will be severed to prevent motorised traffic travelling through North Runcton to the A47. We are exploring the need for a crossing at this location for pedestrians and cyclists



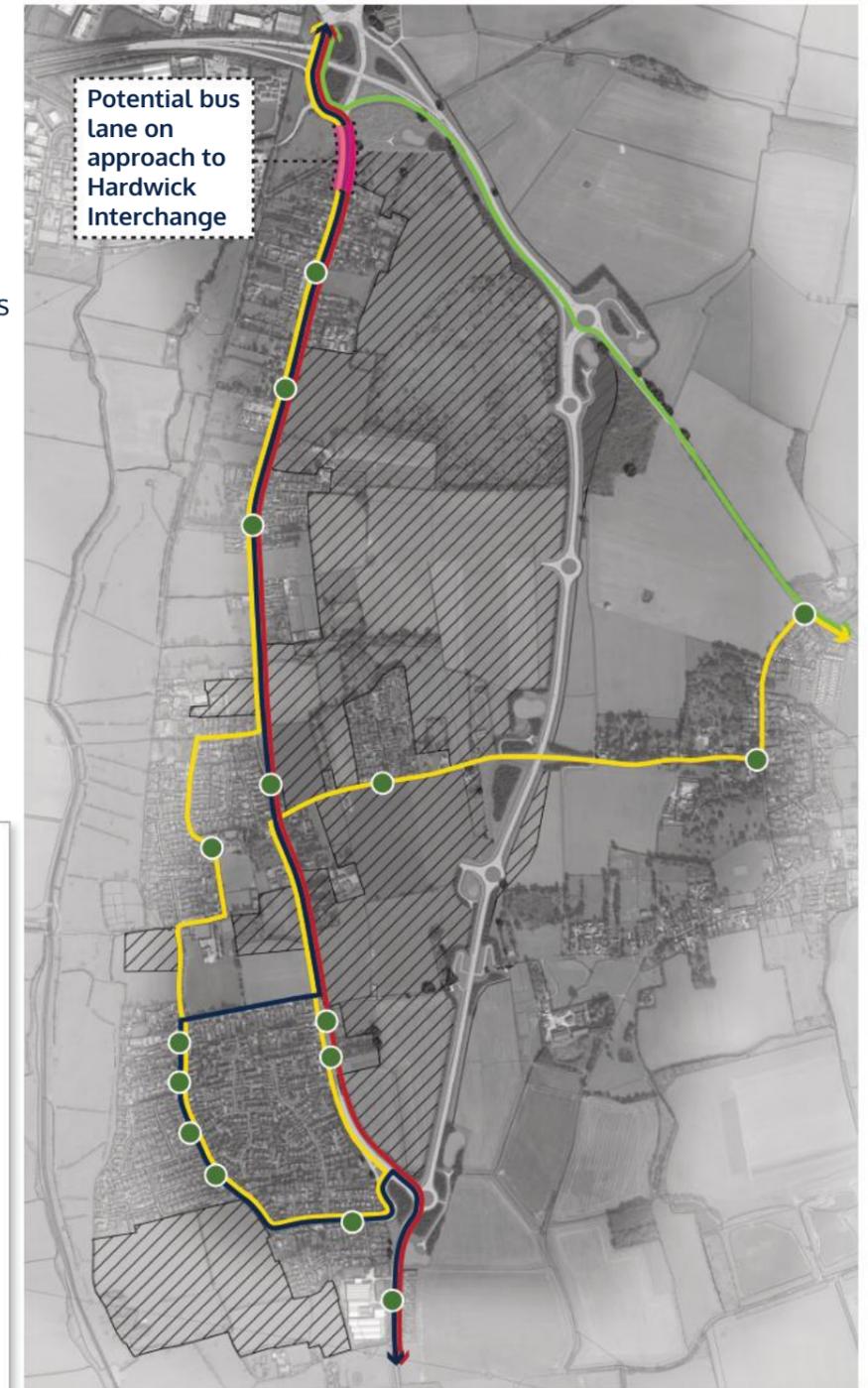
## Key

- |                                      |  |
|--------------------------------------|--|
| <b>Existing Public Rights of Way</b> | Access Road Active Travel Proposals                          |
| Existing Footpath                    | <b>Local Cycling and Walking Infrastructure Plan Schemes</b> |
| Existing Restricted Byway            | West Winch- Shared-Use path A10 and Hardwick Roundabout      |
| Existing Bridleway                   | Growth Area – include walk and cycle links                   |
| <b>Existing A10 Crossings</b>        | Opportunities for new signalised crossings                   |
| Signal Controlled Crossing           |  |
| Uncontrolled Crossing                |  |

# Public Transport

The Access Road will reduce traffic on the existing A10 and provide the opportunity for existing and new bus services to route through the Growth Area in the future. The reduction in traffic on A10 between the Access Road and Hardwick Interchange will provide benefits to bus journey times and reliability. We will be working with bus operators to develop bus services through the masterplan and local communities in the future.

We would like to find out your views on what improvements you would like to see to existing bus services, bus stops and infrastructure in the local area.



## Key

### First Bus Excel Services along the A47 (Closest Bus Stops Middleton Church):

- Excel A: Peterborough-Norwich (all stops along the route) – 8 buses per day
- Excel B: Peterborough-Norwich (limited stops) – hourly service
- Excel C: Peterborough-Norwich (Express Service) – hourly service

### Bus Services along the A10 and West Winch:

- Lynx 37 King's Lynn-Downham Market – hourly service (8 buses per day)
- Coach Services 40 King's Lynn-Thetford – 4 buses per day
- Lynx 38 King's Lynn-Fair Green – 2 buses per day
- Lynx 39 King's Lynn – 6 buses per day
- Existing Bus Stops

# Visualisations

Roundabout junction of new access road and existing A10



Proposed roundabout junction with Housing Allocation Site



Proposed signalised roundabout junction of A47 to the new access road



A47 into the Hardwick Interchange Roundabout



Indicative images only

# Have your say

Visit our online room to find out more and tell us what you think by filling in our online survey.



[www.norfolk.gov.uk/westwinchA10](http://www.norfolk.gov.uk/westwinchA10)

To find out more about the West Winch Housing Access Road and to speak to the project team visit one of our public consultation events at:

Location	Date and Time
West Winch Primary School	Wednesday 23 November, 4pm to 9pm
The Village Meeting Place, North Runcton	Saturday 10th December, 10am-4pm
West Winch Primary School	Wednesday 4 January, 4pm to 9pm

If you need assistance to enable you to respond to the consultation, including receiving information in large print, audio, Braille, alternative format or in a different language please email [WestWinchA10@norfolk.gov.uk](mailto:WestWinchA10@norfolk.gov.uk) or telephone **0344 800 8020** and we'll do our best to assist you.

# *CONSULTATION SURVEY*

# West Winch Housing Access Road Public Consultation - Survey

## Have your say

You can find information about the West Winch Housing Access road at [www.norfolk.gov.uk/westwinchA10](http://www.norfolk.gov.uk/westwinchA10). The consultation period runs from Monday 14 November to 8 January 2023.

The deadline for responses to this consultation is midnight on 14 January 2023.

If you need further assistance, please email us on [WestWinchA10@norfolk.gov.uk](mailto:WestWinchA10@norfolk.gov.uk) or ring us on 0344 800 8020 and we'll do our best to assist you.

You can choose not to take part in the consultation, to stop responding at any time, or to ignore any questions that you do not want to answer.

## Personal information, confidentiality and data protection

We will use any personal information to understand how different groups of people feel about our 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 will feed back your views to the West Winch Housing Access road project team, their consultants and contractors as part of work to develop the design of the West Winch Housing Access road and proposals associated with it. This includes quoting extracts from consultation responses in our report. We will name key stakeholders / organisations along with their views, but will not identify members of the public when reporting our findings. The report will be published on our website. 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.

## About you

1. Are you responding as:

- Local resident
- On behalf of a local business or organisation
- Someone who works in the area
- An elected representative
- A visitor to the area
- Someone who travels through the area
- None of the above

2. If you are responding on behalf of a local business or organisation, what is the name of the organisation or business? Please note: if you are responding on behalf of an organisation it should be in an official capacity. Please write your answer below:

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

## Links to the A47 and Hardwick Interchange

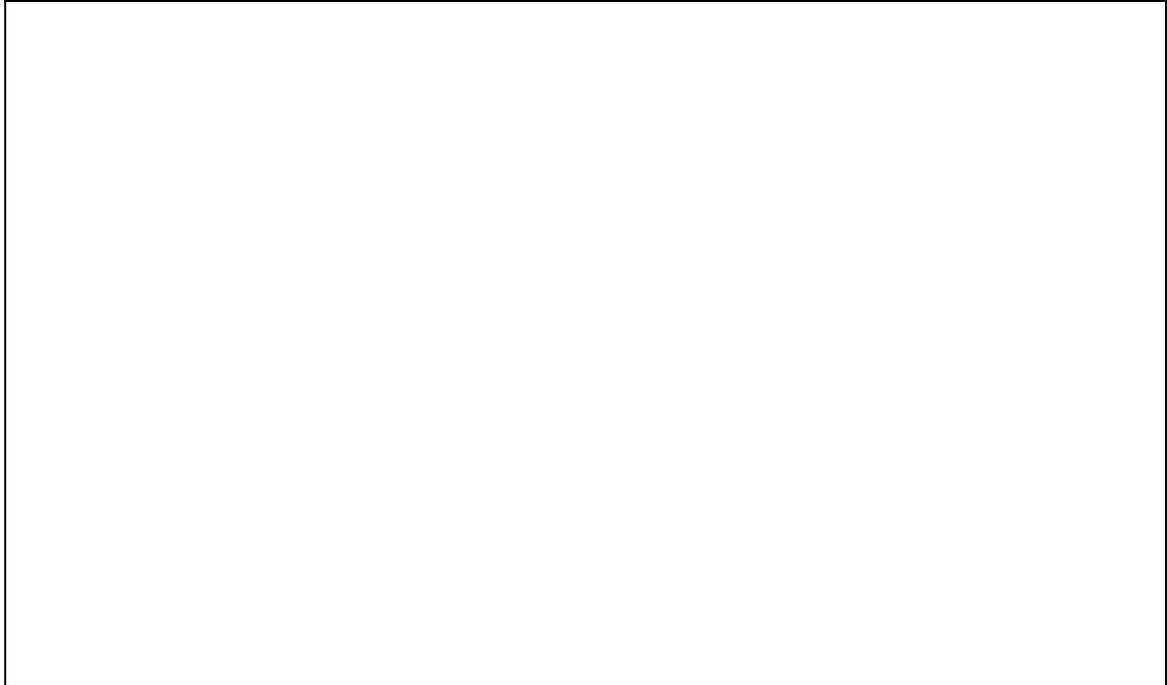
4. Thinking about the proposals for the road network: do you have any comments on the proposals for the north section of the access road and the A47 to the Hardwick Interchange? Please use additional paper if required.

## Local Access proposals

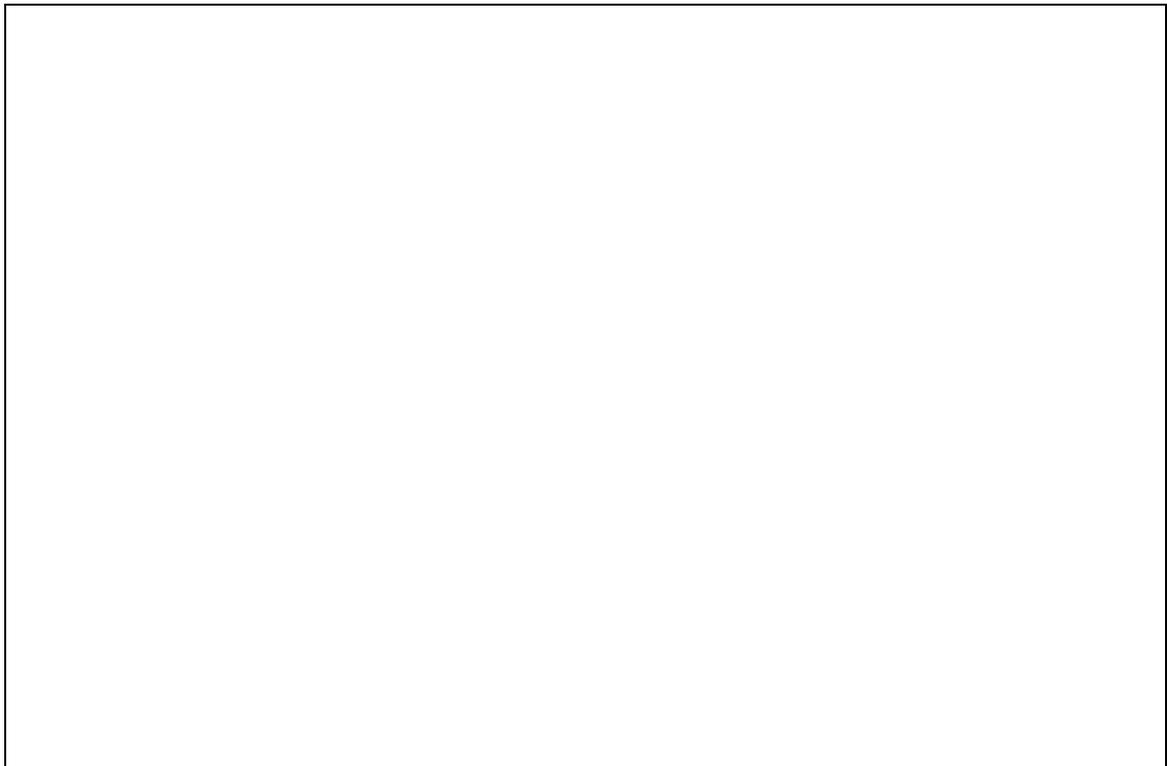
5. Our proposals include a new bridge carrying Rectory Lane over the access road to maintain connectivity between the villages, and also avoid traffic using North Runcton to access the A47. To what extent do you agree or disagree with this proposal?
- Strongly agree
  - Agree
  - Neither agree nor disagree
  - Disagree
  - Strongly disagree
6. We are also proposing to close Chequers Lane where it crosses the access road, however we are planning to maintain connectivity for access to nearby properties and for walkers and cyclists. To what extent do you agree or disagree with these proposals?
- Strongly agree
  - Agree
  - Neither agree nor disagree
  - Disagree
  - Strongly disagree
7. Thinking about the proposals for the road network, do you have any comments on the proposals for the south section of the proposed access road?

## Environmental and landscape considerations

8. Do you have any comments on the environmental proposals for the proposed access road?



9. Do you have any comments on the landscape proposals for the proposed access road?



## Improvement measures on the existing A10

Once the access road is built it will become the new A10 and the road through West Winch will be downgraded so it will no longer be an A class road. We want to encourage traffic to use the new access road and are considering several measures to support this.

10. To what extent to you agree or disagree with the following potential types of measures to improve the existing A10 through West Winch and encourage traffic to use the access road?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Reduced speed limit					
Weight limit restriction					
Northbound bus lane on approach to Hardwick Interchange					
New controlled crossings for pedestrians and cyclists					
Bus stop improvements (better waiting facilities and real time information)					
Traffic calming measures					
Gateway features at the northern and southern ends of the existing A10 (eg picket fencing)					

## Active travel

11. Thinking about your travel habits, what forms of transport do you currently use when travelling in the local area? Please tick all that apply.

	Commuting to work	School / college / university	Leisure	Food shopping	Other shopping	Community centres (eg libraries, hospitals)	Visiting friends
Car as driver							
Car as passenger							
Bus							
Train							
Bicycle or e-bike							
Walk							
Motorcycle or scooter							
Taxi							

12. Please select the top three factors that would encourage you to cycle or walk more in general

- Better street lighting along footpaths and cycle routes
- More paths and cycle tracks physically separated from vehicles
- Provision of electric bikes for hire
- More routes connecting to local facilities e.g. local shops, doctors, schools
- Safer junctions and more crossings
- Closing streets outside local schools during drop-off and pick-up times
- More leisure routes away from busy roads
- Improvements to existing public rights of way

13. We are proposing to include a walking and cycling link parallel with the access road to ensure there is a high quality connection between the new and existing communities. To what extent do you agree or disagree with this proposal?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

14. There are existing walking and cycling facilities around the western edge of the Hardwick junction, that connect West Winch to the Hardwick Road and the centre of Kings Lynn. We would like your views on these facilities to inform wider transport measures and opportunities.

Have you used these routes as a pedestrian or cyclist?

- Yes
- No

15. If yes, what would improve them?

- Better segregation between pedestrians and cyclists
- Wider cycle and pedestrian paths
- More direct pedestrian and cycle route to Hardwick Road
- Better lighting
- Better separation from traffic movements
- Other (please specify)

16. If no, why haven't you?

- Too many crossings
- Route is too indirect
- The connecting cycle paths and footways are poor
- It doesn't feel safe
- I don't walk or cycle
- Other (please specify)

17. Do you have any other comments about cycling and walking in the local area?

### **Public transport**

18. Please select the top three measures that would encourage you to use public transport more:

- Bus priority measures to enable faster bus services with more consistent journey times
- Electric buses
- More services running earlier in the morning
- More service running later in the evening
- Cheaper bus fares
- More bus stops
- More frequent buses
- Mobility Hub (local interchange between bicycle, bus routes, taxi, car club travel modes etc)

19. Which of the following local destinations would you like to be able to access by bus? Please tick your top three local destinations:

- Kings Lynn Town Centre
- Hardwick Road Retail Centre
- Queen Elizabeth Hospital
- Kings Lynn Rail Station
- Local Schools/Colleges
- Watlington Rail Station

**Any other comments?**

20. Do you have any other comments you wish to make on the proposals for West Winch Housing access road?

## More about you

Providing this information is optional, however it helps us understand how different groups of people might be affected by the proposals.

21. Are you..?

- Male
- Female
- Non-binary
- Prefer not to say

22. How old are you?

- Under 15
- 16-29
- 30-44
- 45-64
- 65-84
- Over 84
- Prefer not to say

23. Do you have any long-term illness, disability or health problem that limits your daily activities or the work you can do? Please select one only:

- Yes
- No
- Prefer not to say

24. How would you describe your ethnic background? Please select one only:

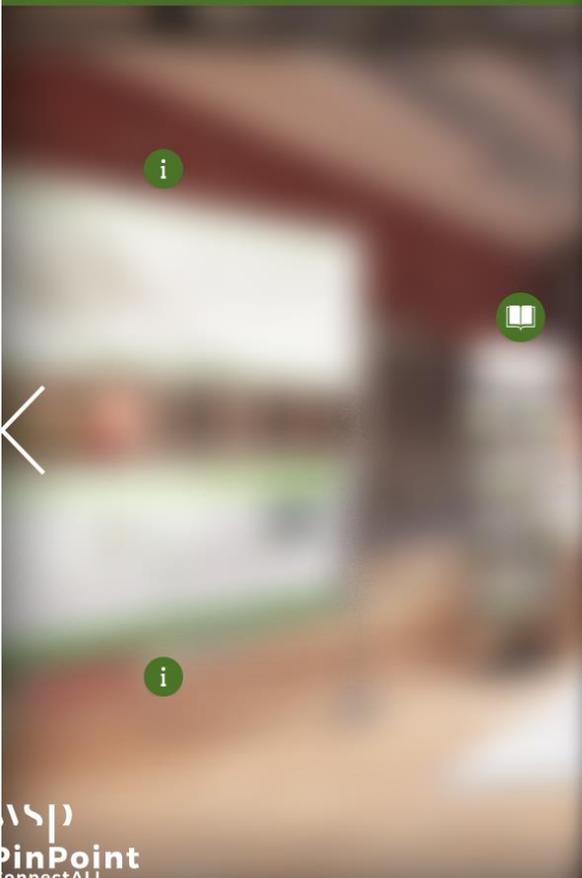
- White British
- White Irish
- White Other
- Mixed
- Asian or Asian British
- Black or Black British
- Chinese
  
- Other ethnic background – please describe below

25. What is your postcode?

Thank you for completing our survey. Please return it to:

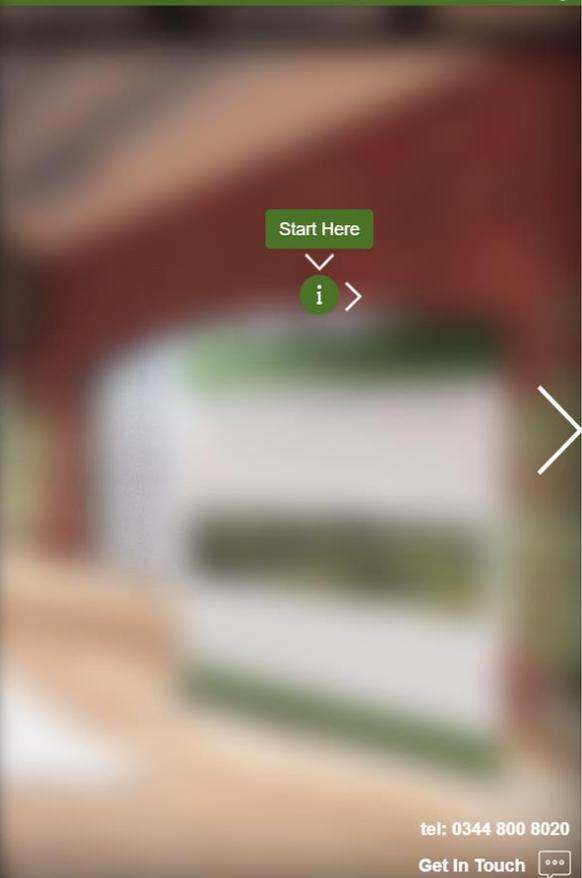
West Winch A10,  
Infrastructure Delivery Team  
Norfolk County Council  
County Hall, Floor 2,  
Martineau Lane  
Norwich NR1 2DH

## *ONLINE CONSULTATION ROOM*



## Welcome to the consultation room for the West Winch Housing Access Road

**360 virtual consultation room**



**Introduction**

To navigate, please use your mouse or finger by clicking and dragging to pan around the room.

You can view the brochure by clicking on the hotspot that looks like this  within the room.

The West Winch Strategic Growth Area is the largest and most strategically important site for housing in west Norfolk, which will bring around 4000 new homes, and employment opportunities, commercial space, community resources, health facilities, education, play facilities, public open spaces, and transport links all on one site.

A new housing access road is planned which will serve the growth area and make sure traffic from the new development has a minimal impact on the existing A10 as it passes through the village of West Winch. The West Winch Housing Access Road will also address existing traffic problems through West Winch by rerouting the A10 to the A47 and the Hardwick Interchange.

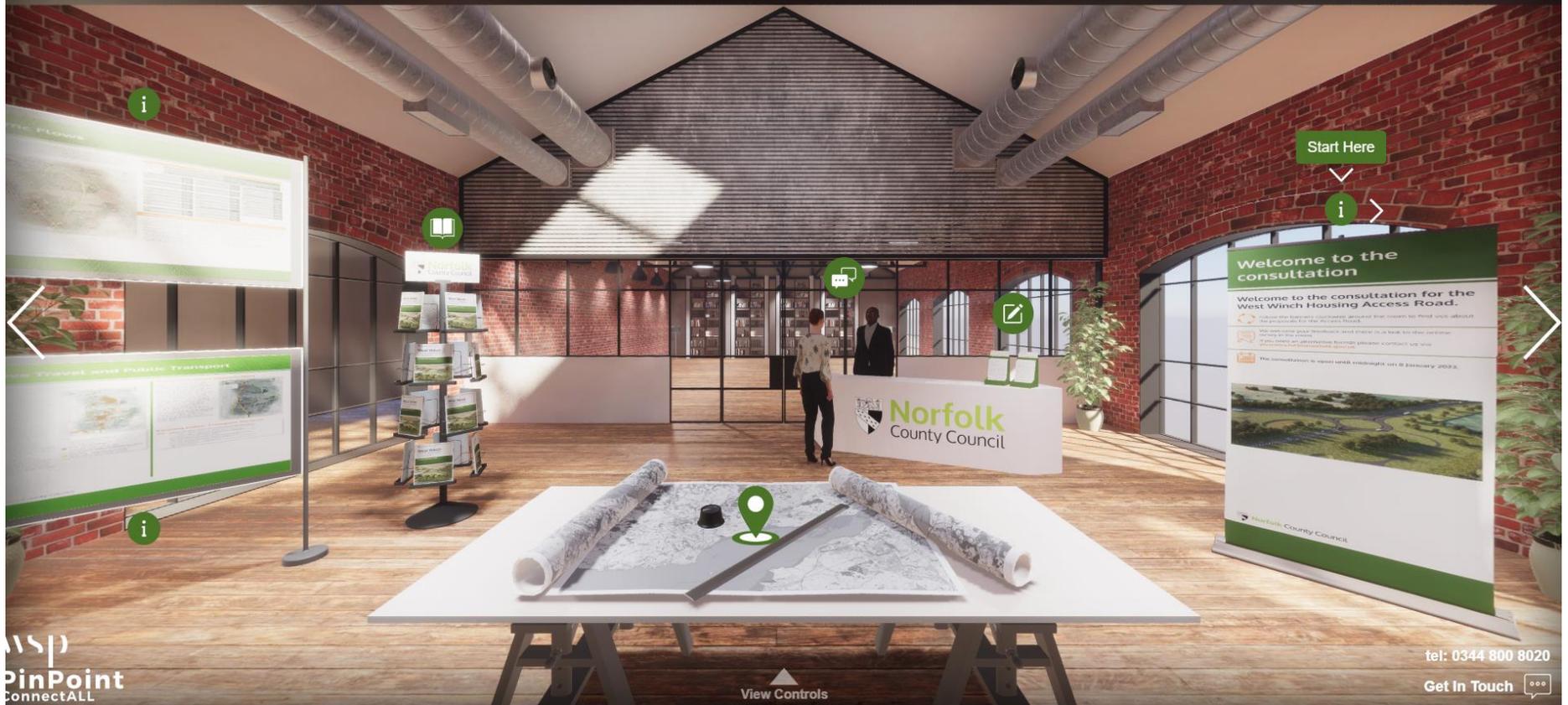
We hope you enjoy looking through the information about the scheme.





tel: 0344 800 8020

Get In Touch 



ConnectALL - West Winch Housing Access Road



tel: 0344 800 800

Get In Touch

*LETTER TO LOCAL RESIDENTS*

West Winch Housing Access Road  
Infrastructure Delivery Team  
County Hall  
Martineau Lane  
Norwich  
NR1 2DH  
NCC contact number: 0344 800 8020  
Text relay no.: 18001 0344 800 8020

Date: 7 November 2022

Tel No.: 0344 800 8020

Email: WestWinchA10@norfolk.gov.uk

Dear Sir/Madam,

### **West Winch Housing Access Road – Pre-planning Public Consultation**

A pre-planning application public consultation for the West Winch Housing Access Road is due to launch on Monday 14 November 2022.

#### **About the West Winch Housing Access Road**

The West Winch Housing Access Road will serve the South East King's Lynn Growth Area (known locally as the West Winch Growth area) which will see up to 4,000 new homes built over the next 20 years.

This new road would connect the A10 to the A47, starting south of Gravelhill Lane in West Winch and joining the A47 before it reaches the Hardwick Junction. The scheme would also see the dualling of the A47 between Hardwick and the access road, with a new signalised roundabout on the A47. Improvements will also be made to the Hardwick Interchange to accommodate the changes.

This road scheme will help to address local traffic problems by providing an alternative route around the village of West Winch. This will allow measures to be introduced along the existing A10, improving safety and living conditions for local residents.

Once completed, the new access road will become part of the A10.

#### **Public consultation**

The consultation will run from Monday 14 November to Sunday 8 January 2023. You will be able to view information on the proposals and respond to the consultation on the Norfolk County Council website at [www.norfolk.gov.uk/WestWinchA10](http://www.norfolk.gov.uk/WestWinchA10). This will be available from 14 November.

If you would like to speak to members of the project team about the proposals, we are holding a number of in-person events though the consultation period as follows:

<b>Location</b>	<b>Date and Time</b>
West Winch Primary School, PE33 0LA	Wednesday 23 November, 4pm to 9pm
The Village Meeting Place, North Runcton, PE33 0RB	Saturday 10 <sup>th</sup> December, 10am-4pm
West Winch Primary School, PE33 0LA	Wednesday 4 January, 4pm to 9pm

### **How to comment**

- Visit [www.norfolk.gov.uk/WestWinchA10](http://www.norfolk.gov.uk/WestWinchA10) from 14 November to view the plans in more detail and complete our online questionnaire.
- Speak to a member of our team at a consultation event.
- Ask for paper copies from 14 November by calling or emailing us using the details at the top of this letter.
- Write to us at: West Winch Housing Access Road, Infrastructure Delivery Team, County Hall, Martineau Lane, Norwich, NR1 2DH
- Email comments to [WestWinchA10@norfolk.gov.uk](mailto:WestWinchA10@norfolk.gov.uk)

Information gathered from this consultation will help inform the development of the scheme before we submit a planning application next year.

Please make sure your response reaches us before the consultation closes at midnight on Sunday 8 January 2023.

For further information on the project please visit [www.norfolk.gov.uk/WestWinchA10](http://www.norfolk.gov.uk/WestWinchA10).

Yours sincerely,

West Winch Housing Access Road Project Team

# *SOCIAL MEDIA POSTS*



Norfolk County Council 

@NorfolkCC



 We are carrying out a public consultation on the West Winch Housing Access Road between Monday 14 November and Sunday 8 January.

 Find out more and take part in the consultation via [norfolk.gov.uk/westwincha10](https://norfolk.gov.uk/westwincha10)



12:08 pm · 14 Nov 2022

2 Retweets 2 Likes

Source: NCC Twitter



📣 We are carrying out a public consultation on the West Winch Housing Access Road between Monday 14 November and Sunday 8 January. 📣

Find out more and take part in the consultation via [https://orlo.uk/WestWinchA10\\_B5eG7](https://orlo.uk/WestWinchA10_B5eG7)

🗣️ This is your chance to give us your feedback on our proposals before we finalise and submit the planning application next year.

🏠 The new road will serve the West Winch Growth Area which will see up to 4,000 new homes built over the next 20 years.

🛣️ The route connects the A10 to the A47 via new 1.5-mile road, starting to the south of Gravelhill Lane in West Winch and joining the A47 before it reaches the Hardwick Junction.

🚦 The road joins the A47 via a new signalised roundabout and dedicated free-flow slip road. The scheme would see the dualling of the A47 between Hardwick and the new road. Changes will be made to the Hardwick Interchange to account for the extra housing traffic and the rerouted A10.

🚗 The West Winch Housing Access Road will provide an alternative route around village of West Winch. This would result in a reduction in traffic through the village and therefore allow the introduction of measures through the village to improve safety and living conditions for local residents.



Source: NCC Facebook

# Appendix B

## Written Responses



## APPENDIX B: WRITTEN RESPONSES

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Dear Sir or madam

Having viewed the planning application, my concerns are about making sure the future building doesn't make the rainwater run off any worse for the Hall lane area ,as we already have problems. As the land slopes towards Hall Lane, my fear is that any future housing could send more water our way.

I trust more than adequate drainage would be put in place.

Also bus routes need to offer a more frequent service to encourage use since of course climate change lies at the route of these severe summers which lead to heavy rainfall and we really need to discourage use of the car where we can. And a footpath link along rectory road would be vital to cyclists and pedestrians alike.

Kind regards

### **West Winch Housing Access Road formerly West Winch Bypass**

I attended for a 2nd time a consultation meeting tonight at West Winch Primary School, to clarify information in the published information pamphlet.

I have already raised my concerns by email 14/11/22 and my basic objections have not changed which are:-

(1) No housing development should be approved that will be accessed from the A10 through West Winch, until the new road is built.

This is or was NCC Highways policy to oppose any housing developments which entailed a new access onto the A10, because of existing traffic volumes and safety issues.

(2) The new road should also bypass Setch and carry through to Oakwood Corner roundabout where the A10 merges with A134.

I have a solution to at least solve part of my concerns.

Hopkins Homes are proposing a new roundabout on the A10 near The Winch, traffic flow (2018 figures) indicate 24100 traffic movements per day increasing to 26500 with the 300 homes and no new road. The A47 at Constitution Hill traffic flow is only 19500 traffic movements per day, 4600 less than the A10 (2018 figures). Doesn't it make sense to access the new homes from the A47 at Constitution Hill with a new roundabout rather than the A10 and incorporate the new road as and when it can be funded by the NCC & Government. When the new road is completed then accesses to the old A10 can be provided for local traffic. I believe although initially more costly for the developers and NCC, it will prevent unbearable traffic flows and pollution through West Winch village.

I urge you also not to forget Setchey residents and businesses.

I would like to thank the team that attended these Consultation meetings for their politeness and professionalism in trying to sell a project that the politicians/counsellors have put forward.

Unfortunately these policy makers were not there to listen to the villagers concerns.

Please find below my comments in respect of the above proposed scheme.

At present in order to maintain free flowing traffic along the A10, it requires improvement from the Oakwood Roundabout (A10/A134 junction) to Hardwick Roundabout. This is even before the the large scale proposed development takes place and NO residential development at all should be permitted until construction of an acceptable highways scheme is completed.

A BYPASS without intermediate roundabouts is what's required in order get traffic from the South to Hardwick Roundabout without delay. Why delay the journeys with these additional roundabouts and traffic lights when the traffic needs to get to Kings Lynn and well beyond.

Think HGV and the extra fumes being emitted from the braking, gear changing and acceleration at each roundabout.

Is it responsible to have a cycle route alongside the proposed access road in such close proximity to the aforementioned poisonous emissions? It would be better to improve the existing A10 cycle route through the village giving access to the existing shops, village hall and church.

With the money saved by not constructing the interim roundabouts the proposed scheme could be extended to Oakwood Roundabout.

The remodelling of Hardwick Roundabout will if anything make the flow of traffic more problematic. Although it's stated Hardwick Roundabout Improvements, it's anything but.

Traffic from A47 West, bound for example to Back Lane West Winch appear to be encouraged to travel three quarters around the altered Roundabout, which is what we had before the flyover was built. At times of gridlock, which we have had again over this Christmas Bank holiday, due entirely to insufficient capacity onto the A149 to Hunstanton, Sandringham and Fakenham it's impossible to access the Roundabout without considerable delay. To take the flyover as at present, which of the following would be my preferred route home.

To the first new Roundabout and then back to Hardwick Roundabout and South along the A10.

Take the new access road and through the new housing estate when constructed.

Continue along the new access road to the new Gravelhill Lane Roundabout.

Take the A47, then through North Runcton.

None of which are satisfactory.

At times of gridlock the situation will be aggravated by more traffic on the Roundabout as this will now include the traffic from beyond West Winch bound for the coast and Sandringham.

Keep Clear road hatching is required on the existing Roundabout to allow traffic movement from the existing A10 and also Hardwick Narrows Estate.

Filter Lanes are required from Hardwick Narrows onto the Improved Roundabout.

An alternative for the well used lay-by for HGVs at the start of the A10 should be included in the scheme.

It is proposed that traffic through Chequers Lane be curtailed, yet there is very limited traffic if any that uses this to access the A47 at present. Heavy traffic to Manor Farm from the A10 will therefore have to go through North Runcton which has until now been required to use Chequers Lane, thus avoiding the village.



West Winch Housing Access Road  
Infrastructure Delivery Team  
Norfolk County Council  
County Hall  
Martinea Lane  
Norwich  
NR1 2DH

Our ref:

05 January 2023

Dear Infrastructure Delivery Team

**West Winch Housing Access Road**

We understand that proposals for the West Winch Access Road are currently the subject of a public consultation. As the government's adviser on the historic environment Historic England is keen to ensure that the protection of the historic environment is fully taken into account at all stages and levels of the local planning process.

There are a number of designated heritage assets in the area around the proposed access road. These include:

- Church of All Saints, North Runcton Grade I
- Church of St Mary, West Winch Grade II\*
- West Winch War Memorial Grade II
- The Mill, West Winch Grade II
- Old Dairy Farmhouse, West Winch Grade II
- The Gables, West Winch Grade II
- Bull Cottage and the Alehouse Grade II
- North Runcton War Memorial Grade II
- North Runcton Lodge Grade II
- The Old Rectory, North Runcton Grade II

In addition, the Heritage Impact Assessment (documents F27a and b) (HIA) for the West Winch Growth Area, produced by Place Services for Kings Lynn and West Winch Borough Council in 2022, identified the moated site to the south of St Marys





Church, West Winch, as potentially schedulable. The HIA recommended that the site be put forward for assessment.

Development of the access road has the potential to impact upon the significance of these heritage assets through development in their settings.

In line with the advice in the National Planning Policy Framework (NPPF), we would expect the Environmental Statement to contain a thorough assessment of the likely effects which the proposed development might have upon those elements which contribute to the significance of these assets.

We would also expect the Environmental Statement to consider the potential impacts on non-designated features of historic, architectural, archaeological or artistic interest, since these can also be of national importance and make an important contribution to the character and local distinctiveness of an area and its sense of place. This information is available via the local authority Historic Environment Record ([www.heritagegateway.org.uk](http://www.heritagegateway.org.uk)) and relevant local authority staff.

We would strongly recommend that you involve the Conservation Officer of Kings Lynn and West Norfolk BC and the archaeological staff at Norfolk CC in the development of this assessment. They are best placed to advise on: local historic environment issues and priorities; how the proposal can be tailored to avoid and minimise potential adverse impacts on the historic environment; the nature and design of any required mitigation measures; and opportunities for securing wider benefits for the future conservation and management of heritage assets.

It is important that the assessment is designed to ensure that all impacts are fully understood. Section drawings and techniques such as photomontages are a useful part of this.

The assessment should also take account of the potential impact which associated activities (such as construction, servicing and maintenance, and associated traffic) might have upon perceptions, understanding and appreciation of the heritage assets in the area. The assessment should also consider, where appropriate, the likelihood of alterations to drainage patterns that might lead to *in situ* decomposition or destruction of below ground archaeological remains and deposits, and can also lead to subsidence of buildings and monuments.

We suggest that the assessment could draw on some of the information in the recent Heritage Impact Assessment (documents F27a and b) for West Winch, although this assessment relates to the local plan allocation as a whole rather than specifically the road.





Given the number of designated heritage assets within the area, we would welcome early discussions with you in order to agree the key sites and setting issues which will need to be addressed within the EIA.

In future we would recommend that you work through options appraisals with statutory consultees before presenting proposals at a public consultation.

We will need to see what alternatives have been considered and whether impacts on the historic environment could be further reduced.

This opinion is based on the information provided by you and, for the avoidance of doubt, does not affect our obligation to advise you on, and potentially object to any specific development proposal which may subsequently arise from this or later versions of the proposal which is the subject to consultation, and which may, despite the assessment, have adverse effects on the historic environment.

If you have any queries about any of the matters raised above or would like to discuss anything further, please do not hesitate to contact me.

Yours sincerely



Historic England, Brooklands, 24 Brooklands Avenue, Cambridge CB2 8BU  
Telephone 01223 58 2749 [HistoricEngland.org.uk](http://HistoricEngland.org.uk)

Please note that Historic England operates an access to information policy.  
Correspondence or information which you send us may therefore become publicly available.



Dear Sir/Madam,

We write on behalf of Hopkins Homes Ltd in response to the West Winch Housing Access Road pre-planning application consultation. Hopkins Homes has a planning application submitted for outline approval of up to 1,110 homes and associated facilities (including a new primary school) on land at the northern end of the defined West Winch Housing Allocation Site.

We welcome the consultation and support the work being undertaken to be able to submit a planning application and Outline Business Case (OBC) in the summer of 2023 (or earlier if possible).

There are four elements of the emerging design that we would like to take this opportunity to draw your attention to:

**1. Alignment of the proposed 'dedicated free flow slip to A47'**

The alignment of this free flow slip appears to fit within the indicative road corridor of the parameter plan that accompanies the Hopkins Homes planning application (see attached). It is important that this is the case, otherwise it will encroach into the required landscape and noise buffer between the road and housing area, which would impact on the ability of the scheme to deliver the required number of housing, and in turn the ability to viably fund the road and other infrastructure requirements set out in the adopted Infrastructure Delivery Plan. It is important that the road is limited to 30-40mph to ensure noise emissions can be managed and the amenity of nearby residents is protected.

**2. Drainage basin requirements and storage capacity calculations**

The emerging scheme shows a number of drainage lagoons located in similar locations to the Hopkins Homes drainage strategy. The capacity of the drainage basins in the Hopkins Homes proposals has been calculated using (among other things) the developable area of the site which includes the proposed roads. It will therefore be important to combine data to ensure that the total drainage capacity planned is not over estimated and the drainage basins are located in the best locations, where they can provide additional amenity space to residents, without impacting on proposed woodland habitats and ecological areas. The proposed wetland woodland area for example should retain the existing hedgerow line and be compatible with a Great Crested Newt habitat, in accordance with our agreed ecological strategy.

**3. Design of A47 roundabout and need for a farm access from 4<sup>th</sup> arm**

The A47 roundabout includes a 4<sup>th</sup> arm which provides a maintenance access to the north. In the earlier strategic transport work undertaken by Mott MacDonald (Hardwick Transport Strategy December 2014) there was a longer term aspiration to provide a link from this roundabout to the A149 (avoiding Hardwick Roundabout). It is recommended that the design of the A47 roundabout should allow for this 4<sup>th</sup> arm to be upgraded in the future so as not to prejudice the ability to provide this route should it be desired in the future. It is important that this 4<sup>th</sup> arm is also capable of providing a new farm access for the landowners, as the proposed development will remove the opportunity for farm vehicles to access this land through the current A47 underpass further to the north. The alignment of this farm access should be discussed and agreed with the landowners (Symington Family) and their agents (Carter Jonas and Brown and Co). We can facilitate these discussions if necessary.

**4. Access to farm buildings east of Hardwick Roundabout via slip road**

We note the emerging proposals seek to maintain and improve the access to the farm buildings to the east of the Hardwick Roundabout (so it also connects onto the A149). We support this enhancement and again encourage discussions with the landowners (Symington Family) through their agents (Brown and Co) to agree the detail of this design.

We hope these comments are given due consideration. We would be happy to discuss further, and assist in the finalisation of the design proposals, prior to submission of the planning application.

Firstly, I would like to point out that I have been unable to complete the online questionnaire. Your link goes only to a room which I can look around. I have found no way to access a questionnaire. I am not very technical so this could be my fault but I am not able to complete a questionnaire which I would have liked to do.

Following my visit to West Winch primary school and a discussion with your (very pleasant) colleagues, I would like to make the following comments:

1. All the information provided only focussed on the 'benefits' of the new road for those living on the A10 in West Winch. No attention has been given at all to the disruption and reduction in quality of life for the residents of North Runcton. The whole of North Runcton will be affected by a very large increase in traffic noise, air pollution, traffic flow through the village and the loss of a rural setting. In order to minimise this for the residents of this village, there could be much more done to protect the village in terms of screening. Much increased planting and adequate screening is desperately needed on the NR side of the road. Especially where the road runs adjacent to the village at the scout hut.

Unlike the residents along the A10 (who chose to buy a house on a main road), the residents of NR chose to buy a house in a quiet, rural setting. This project effectively takes that away from them and more consideration should be given to minimising the impact on them.

2. Considering a goal of creating an increase in 10% of biodiversity, there seems to be a lack of trees, grassland and real wetland (currently at Constitution Hill) on the new plans. This can only result in loss of biodiversity. Wildlife corridors are minimal on the West Winch side and non-existent on the North Runcton side which would leave Sheeps Course wood (an important habitat) cut off. A corridor on the NR side from Sheeps Course to the other side of NR is vital for wildlife protection.

3. The proposed bike ways are inadequate. At the meeting, the representatives from both Borough and County admitted that the new housing was not to serve Kings Lynn but to attract 'commuters' from Cambridge and possibly London to encourage growth. They suggested that improved rail links would mean that said commuters would travel by train. There is no station within walking distance. This means car use. In fact potentially several thousand extra cars per day. (Regardless of whether they are commuting to the station or to local jobs.). The proposed bikeway leads to the current A10 and/or to the Hardwick. The footpath (designated bikeway) on the A10 is only wide enough in many places for one bike. The Hardwick is both frightening and impractical to get across safely on a bike. (We are regular bike users ourselves and try to avoid this area as much as possible resulting in us putting our bikes on the car and driving to the other side of the Hardwick when we want to go anywhere!!!!). When you are effectively suggesting that there will be several thousand bikes a day using this bikeway to reach the station or Kings Lynn, then much more emphasis needs to be placed on the adequacy and functionality of the bike ways.

4. The road and the housing development are inextricably linked as was clarified at the meeting. Therefore the question of infrastructure for the planned housing must be addressed in conjunction with the road. Regarding the school, the current plan is to 'expand' the West Winch primary school. There is no defined trigger point for the 'proposed' new school. This will undoubtedly result in huge pressure on the existing school. A trigger point should be clearly defined. I am sure that the residents of West Winch are not fully aware of the impact that this project is going to have on their school. Everyone I have spoken to with children in that school are firmly of the opinion that the new school is being built very early on in the development process. To quote 'the development cannot go ahead without the school'. Indeed they have been told this in earlier meetings.

5. There is no serious proposal at all for increased GP facilities. This was described to me as subject to commercial forces and not a matter for councils. Again, how many people have to suffer before a new surgery is considered commercially viable by 'someone'.

6. On the matter of increased sewage, I was assured that this was covered by Anglian Water but no one seems to have checked that. I am very concerned that growth on this scale will have serious implications for water quality in this area.

7. In terms of traffic flow, nothing suggested to me that this would improve. It would simply be moved away from the A10. In total, 5 new roundabouts can only add to potential congestion and all the traffic still ends up on the Hardwick. By allowing this volume of housing, you are proposing to increase the level of traffic hugely so, even if there was any improvement in flow, this will be negated by sheer volume. The newcomers will also add to the increased numbers of people heading for the beach in the summer.

In many urban areas, emphasis is being placed on low emission zones and traffic free zones so why is Kings Lynn considering building 4000 houses in a very high traffic area? This is very outdated thinking by today's standards.

8. Access from the new housing on to the new road is inadequate: 3 roundabouts for up to 4 or 5 thousand cars off those estates at 8.30/9 am. There needs to be much more car access from the new housing to the old A10 to relieve this. In addition without this, people have to go right round to get to the existing school. Walking/biking to school is not an option for most parents/children as they are dropped off on the way to work.

9. At the meeting it was explained to me that this volume of housing in this area helped to protect other 'nicer' areas of Norfolk from excessive development. This makes no sense and has indeed been proven catastrophic in other parts of the country. Small scale developments scattered around other villages results in much better integration of incomers and enables local residents to buy homes and find work in their own area. In other tourist areas, GP surgeries have been forced to close down because they are no longer commercially viable due to the lack of all year round residents. Spread development gives residents/homeowners a much better quality of life all round. It spreads pressure on local infrastructure. It enables revival of dying communities. It spreads the supply of labour. Currently there is a huge shortage of labour on the north coast and in agricultural areas due to lack of reasonably priced development where people on low wages can live. The supply of local labour is being starved to the rest of Norfolk in order to fulfil housing targets. As has happened in Cornwall, Devon, Dorset and parts of Yorkshire, areas will eventually die because of over priced second homes in 'nice' areas. There needs to be diversity of housing in all areas. Not cramming 4000 'affordable' homes in to one patch to tick the numbers box not giving any consideration at all to the well being of existing and future communities not only there, but throughout North West Norfolk.

Yours faithfully,

I attended one of the consultation events on 4th January 2023.

The A10 is already heavily congested with long tail backs at certain times of the day. The number of HGVs using this road make it a very hazardous road and the pollution from these vehicles is immense. Development in Watlington and Downham Market in the past few years has increased the amount of traffic through West Winch as the A10 is their only route into King's Lynn and the coast.

To think it will be Ok to build ANY houses where indicated on your plans BEFORE a relief road is built is complete madness.

I spoke to two planning department representatives who told me the following:-

Up to 800 homes will be built by Hopkins, "probably" in 2024. The only access to these houses will be from the A10 by a roundabout near The Winch and there will be several crossings for children to use to get to the current primary school. This will further disrupt the traffic flow on the A10. No-one will walk or cycle their children to school (it is a long way) along the A10 where traffic is queued and exhausts pumping out fumes. I was told the existing school will be expanded (I understand it is already at capacity). They will use their cars causing more problems with parking near the school. Most of the Mums dropping off their children at school, then go on to work so not using their car is not an option. Buses are not frequent enough or reliable.

I was told the new access road would "hopefully" be started in 2025 and finished in 2027. So there will be three years of disruption while these 800 houses are built. The number of large vehicles delivering supplies to this site and building workers in their vans turning in and out will obviously be a hazard. It will be inevitable that mud will be brought onto the A10 making it very dangerous.

Having got my head round what I had been told was to happen, I picked up the local paper yesterday which suggests a totally different timeline.

The article clearly states that 1100 of the 4000 proposed homes will be built by 2026 (i.e before the new relief road is completed). Also that the first new primary school will be built by 2028 and the second after 2030. So children from all these new houses will have to cross the A10 to get to school. Obviously these decisions have already been made so it has been a complete waste of time and money to ask people who already live in West Winch for their input. We are the ones who will have to live with decisions made by people who have no connection with the area.

The planners seem more interested in planting trees, wild life and building cycle paths (which few will use) than tackling the problem of the traffic on the A10.

Hello

I am writing to you as secretary of Hope's Charity, North Runcton. We own a small piece of land off Chequers Lane in North Runcton. The land lies to the west of the Scout Hut and comprises the east side of that field (I attach a map showing the scout hut land outlined in blue and ours in red. The cattle grid shown marks the edge of the common). Currently we rent out the land to a local farming contractor, who rents it as part of the whole field. We would like to point out a few concerns:

1 The road is scheduled to pass through the field, at which point our land, whether it is part of the road or not, becomes worthless as a parcel of land to rent out to a farmer. It is too small to stand alone as an agricultural rental. It is not part of the allocation for development. We are not sure what use our land would be at that point. Half of our (admittedly small) annual income is from the rent on the land. We are very concerned about our land becoming worthless.

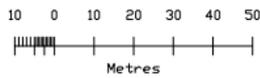
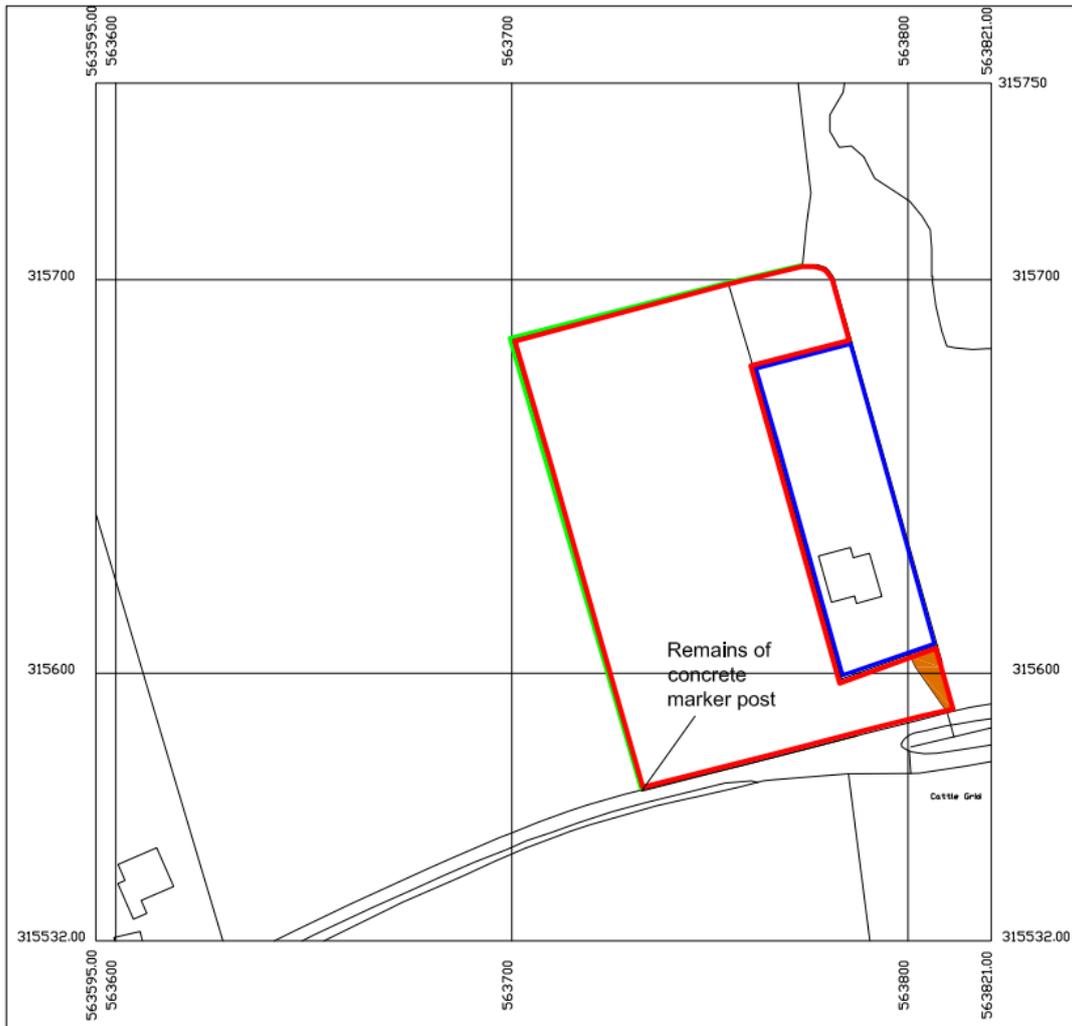
2 The consultation says that 'Chequers Lane will be severed to prevent traffic travelling through North Runcton to the A47'. The map says 'Pedestrian crossing will be explored' and 'Proposed closure of Chequers Lane with potential pedestrian & cycling crossing'. It would appear that the pedestrian/cycling crossing would be a bridge with the access crossing our land. Presumably at that point, our land would be subject to compulsory purchase. But if the crossing didn't happen (there are a lot of 'explored', 'proposed', 'potential' type of words there), what would happen with our land?

3 We have attended various meetings and had correspondence from various consultants (Gerald Eve, wsp, Norse Group) and the Borough Council since 2019. There has been a lot of talk about collaboration, landowners working together. We fear that as one of the smallest landowners, we have sometimes been overlooked in any consultations.

4 We are aware of the current timeframe for the development of the road. We would just like to point out that subject to the rental agreement we have with the tenant who farms our land, we would have to give at least one year's notice if the land were to have to be vacated.

I hope the above all makes sense. Let me know if you have any queries.

Land registered shown outlined red  
Land conveyed to Scouts 1973 outlined blue  
1928 Ordnance Survey field boundary shown green  
Access to Scout hut coloured brown



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To Whom it concerns.

As a long standing resident of West Winch, please see my comments on the proposed new access road for the A10 West Winch.

Having been a resident of West Winch since 1985, I have witnessed numerous proposals for road improvements to the A10 and to the Hardwick Roundabout over this period. Several public consultations have been trialled over this period but all have been consigned to the Waste Bin as the reason being given of a lack of available funding from the various agencies.

The original plan, which to my mind held the most credence was for a Dual Carriage way construction from the A10 at the Setchey Oakwood roundabout, passing between West Winch and North Runcton villages before joining to the A47. However, this proposal was again consigned to the waste bin, due to the lack of available funding.

The latest proposal has now seen the Bypass being downgraded to a single carriage way Relief Road. This road commencing at a new constructed roundabout at Gravelhill Road, West Winch, following a path between West Winch and North Runcton villages before finally terminating with a new roundabout on the A47. It is surmised that this proposal will effectively remove the majority of West Winch traffic passing through the village centre. However, this proposal does absolutely NOTHING to alleviate the current traffic problem associated with Setchey.

1. This new road needs to commence from the A10 Setchey Oakwood roundabout thus diverting all current traffic from passing through Setchey and West Winch. Currently, the traffic density makes it virtually impossible to turn right onto the A10. Accidents and delays are commonplace due to traffic attempting to gain access to the Setchey Garage Lane Industrial Estate. This is also compounded by traffic turning into the Blackborough End access road (especially during peak times). I believe that it is imperative for the new road to commence from the Oakwood Roundabout thus bypassing the village centres of Setchey and West Winch before joining up with the A47.
2. There is a higher proportion of RTC's at the Setchey Garage Lane road junction. This has further been compounded by the siting of a Speed camera at this junction causing Speeders to apply their brakes upon spying the camera.
3. There is no pedestrian crossing in the vicinity of Setchey making it into a nightmare to cross the A10.
4. The A10 narrow roadway through parts of Setchey prohibits widening of this road. So, with traffic density increasing year on year things will only get worse.
5. Finally, I fear that Developers will renege on delivering monies to help finance the road works. A commonplace adage currently states here in West Winch that

Infrastructure to be in place before development commences. And this includes a bypass/ Relief Road.

January 2023  
West Winch Housing Access Road  
Pre-Planning Application Consultation  
Comments from North Runcton Parish Council  
Dear Sir/Madam

NRPC note that there has been some interchangeable terminology for this road in recent months – but we feel ‘Housing Access Road’ is accurate. The road would not be proposed if the adjacent housing plans had not been formulated. Without constructing additional road access it would appear impossible for all the expected new traffic to be accommodated on the existing roads.

And yet this road, even if accompanied by widening a section of the A47 and altering the Hardwick roundabout, will still link directly back to the current, already frequently congested, road network. NRPC, and all the residents that Councillors have spoken to, remain extremely concerned that the extent and style of development proposed for the West Winch Growth area will generate large amounts of new local traffic and cause even more congestion on new and existing roads from the inception of the scheme through to long-term operation.

We remain sceptical that traffic conditions on the existing section of the A10 can be substantially improved. Even if all through-traffic is directed onto the new road, local traffic will still increase greatly and local HGV traffic access will still be required.

Meanwhile, even the figures in this consultation suggest sections of the new road are expected to have nearly 30,000 vehicles a day when the scheme is complete, introduced to an area that is presently open countryside. The change will be significant and detrimental.

We have the following specific comments on the consultation document.

1. For the reasons outlined above we doubt any suggestion that the proposed scheme will alleviate existing ‘traffic problems’ as implied.
2. No environmental impact assessment has been undertaken – either for the new road or the whole West Winch Growth scheme in general. There are some references to potential environmental improvements and mitigation (e.g. ‘retaining existing ... landscape features ... where possible’) but in truth these need to be proved. There is no mention of adverse impacts to the landscape or any other receptors along the new route and no mention of how these might be mitigated. Impacts will be significant. Local resident concerns include noise, pollution, light spillage, biodiversity, landscape continuity and visual impact.
3. An additional signalised roundabout on the A47 may be necessary to handle the weight of traffic this junction will receive, but it will be another frustrating impediment to free-flowing vehicle movements along this route – for both local traffic and trunk road through-traffic.
4. Removing the small roundabout on the A47 will have no real benefit for local traffic and the additional engineering works and land take for the new slip roads appears substantial.
5. Removal of this roundabout will actually disadvantage traffic coming from the A149 (the coast) and wishing to join the west bound A47 (the East Midlands). All this traffic will now have to navigate the main Hardwick roundabout rather than leave at the first slip road – exacerbating the regular existing congestion at this intersection.
6. Local residents are concerned that the new road will create a substantial new barrier to east-west movement between North Runcton and West Winch (it will) – hence the previous requests to have a road bridge at Rectory Lane and a minimum of a cycle bridge at Chequers Lane. We see these are non-negotiable ‘red-lines’. They will be essential for existing and future settlement movements.
7. But it is very probable that the bridge will make Rectory Lane into a very desirable rat-run. Traffic calming will be required.
8. The bridge must allow safe and equitable cycle/pedestrian access.
9. Requirements for the new road are set out in the adopted Neighbourhood Plan (GA04) including foot/cycle paths on both sides of the road, environmental mitigation works and suggested speed limits.

10. On the consultation plans we note the black hatched areas east of the proposed road alignment. These will not make viable development parcels. The Neighbourhood Plan noted that this type of boundary definition would need review (See policy WA06 and preamble). Either these areas need to be deleted from the Growth Area or they should only be used for landscape mitigation works.

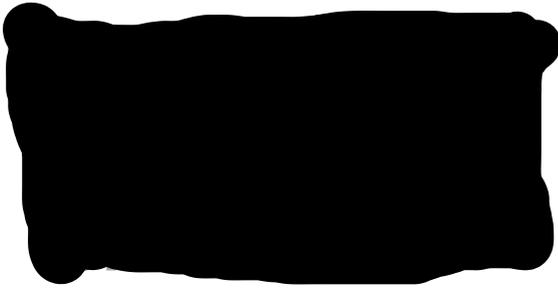
11. We note several references to proposed new habitat. 'Proposed woodland creation' at Sheep's Course and 'Proposed wet woodland' at Hardwick. These habitats already exist in these areas. The onus must be on protecting existing habitat. The environmental impact of the road will be substantial adverse and we would wish for the footprint of construction to be as small as possible.

12. As has become apparent with the first two outline planning applications for housing within the growth area, the flood authority and IDB doubt that surface water drainage can be balanced on site. We would like to see road drainage fully modelled and provisions for 'overflow' runoff designed into the scheme if required.

13. We are concerned that public transport provision (including active transport) has not been properly considered in the overall framework masterplan or the two current outline planning applications and that substantial work will be required to ensure a favourable outcome commensurate with carbon neutral planning and new government directives. In our view, the very basic proposals included with this consultation are entirely inadequate. Schemes like this will only ensure that very high levels of private local car journeys will be generated.

In summary we feel it would be a dereliction of our public duty to support this scheme because the road, (and in fact, the entire West Winch Growth Area concept as presently illustrated), cannot provide a carbon neutral development commensurate with the advice of the Climate Change Committee. The government would be ignoring their own advisers if they funded this scheme.

Yours sincerely



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Norfolk County Council

05/01/2023

## **West Winch Housing Access Road: Response to consultation**

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This letter is submitted in response to the West Winch Housing Access Road consultation being undertaken by Norfolk County Council. Our comments are made on behalf of Metacre Limited, who has submitted an application for outline planning permission for up to 500 homes with flexible commercial floorspace, associated landscaping, parking and supporting infrastructure on land at West Winch (18/02289/OM).

Please see below our comments on the consultation material:

### **General comments**

The proposals appear to have been designed in isolation without consideration of the relationship of the road to the development edges, and broader placemaking and infrastructure objectives. It is important that the design of the road does not create a hard barrier at the eastern edge of the allocated land through its character of a bypass and it should have the flexibility to support future growth to the east.

The consultation discusses whether the road will be built before any houses and sets out that, *'in the response to the proposals for the 1100 dwellings in the north of the growth area, it was made clear that no more 300 homes could be occupied before a new road connection to the A47 is built'*. However, it is not clear how the 300 homes number has been derived and the evidence behind this should be provided.

The consultation documents also refer to traffic calming measures being introduced onto the A10, but limited information is provided in relation to what this is likely to consist of.

### **Relationship with the West Winch Growth Area Framework Masterplan SPD**

The proposals do not align with the arrangement shown in the Draft Growth Area SPD. The road proposals should be presented as an overlay on the SPD masterplan so that the relationship between the road and the current SPD masterplan proposals can be better understood. In addition, cross sections should be provided to indicate how the WWHAR will interface with the proposed adjacent residential properties and existing properties where changes in level are proposed.

### **Junction location and design**

The proposed 2<sup>nd</sup> access roundabout location off the proposed road from the north is located in an area proposed as green amenity space in the draft SPD mentioned above. The junction location seems to have been revised since the draft SPD, in which it was shown further to the south directly serving the developable area. While the proposed new location is beneficial in limiting the infrastructure land take within the developable area, it is likely to impact the setting of the green corridor.

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It is also not clear whether the proposed junction location would be acceptable to the Health and Safety Executive given its proximity to the underground gas pipeline and this should be confirmed. To the south, the junction of the proposed road and the A10 appears to be over-engineered with a significant impact on the development area of the allocation and will also not provide for an attractive gateway into West Winch.

### **Drainage**

It appears that the drainage strategy for the proposed road has been designed in isolation, without consideration of the downstream impacts and flow routes, particularly in relation to the central section. A joined-up approach with the adjacent landowner proposals for the allocation (or considering drainage strategically via the SPD) would avoid the loss of developable land for drainage infrastructure.

This is evident where the drainage and maintenance infrastructure associated with the central section of the proposed road has been located to the west of the road. This has a significant impact on the developable area. The potential for locating drainage attenuation to the east of the road should be explored. If this is not practical, then the drainage could be directed to the green corridor (gas pipeline) to the south west via the proposed conveyance routes within the development area as shown on the Metacre Phase 1 outline planning application (ref: 18/02289/OM). This could remove the need for a large attenuation basin and associated access and landscape on land that could otherwise be developed for housing.

We assume that drainage would eventually flow west towards the Puny Drain. There are capacity constraints relating to the existing drainage network linked to the Puny Drain which are being addressed in relation to the abovementioned outline planning application. The proposed road needs to properly consider the downstream impacts of runoff from the road and take responsibility/contribute to any necessary capacity upgrades.

### **Public transport**

The public transport map does not refer to potential bus routing through the growth area. It would be helpful to understand how the proposed road will be used to support bus proposals within the development areas.

### **Active travel**

We are concerned about the detrimental impact the current road design will have on existing east-west active travel connections. It appears that only one east-west crossing is being committed, which is located at Rectory Lane. We support the provision of a crossing in this location, but it appears the current bridge design does not allow for a connection between the east-west pedestrian/cycle route and the north-south pedestrian/cycle route.

In relation to Chequer's Lane, the wording of the proposal notes "*we are exploring the need for a crossing at this location for pedestrians and cyclists*". The closure of Chequer's Lane should maintain pedestrian and cycling access east-west to enable access between the southern, more populated, part of North Runcton and West Winch and the expanded village centre to the west. The route is a historic link between the villages and their commons. The crossing should be designed for directness and to enable ease of use, avoiding long ramps where possible.

To enable access between the facilities and green spaces proposed to the west and the footpath connecting with North Runcton which runs to the east of the proposed road, the design should consider opportunities for additional informal crossing points potentially with pedestrian refuge islands for example at the 2<sup>nd</sup> from north roundabout.

The CGIs within the gallery show a cycle and walking route along the western side of the access road, with a hedge/tree corridor separating this route from the housing area. This does not appear to be an attractive or safe route for users. A better arrangement would be to locate the walking/cycling route within the development area where it can be overlooked by housing. This should be identified in both the proposed road and SPD drawings.

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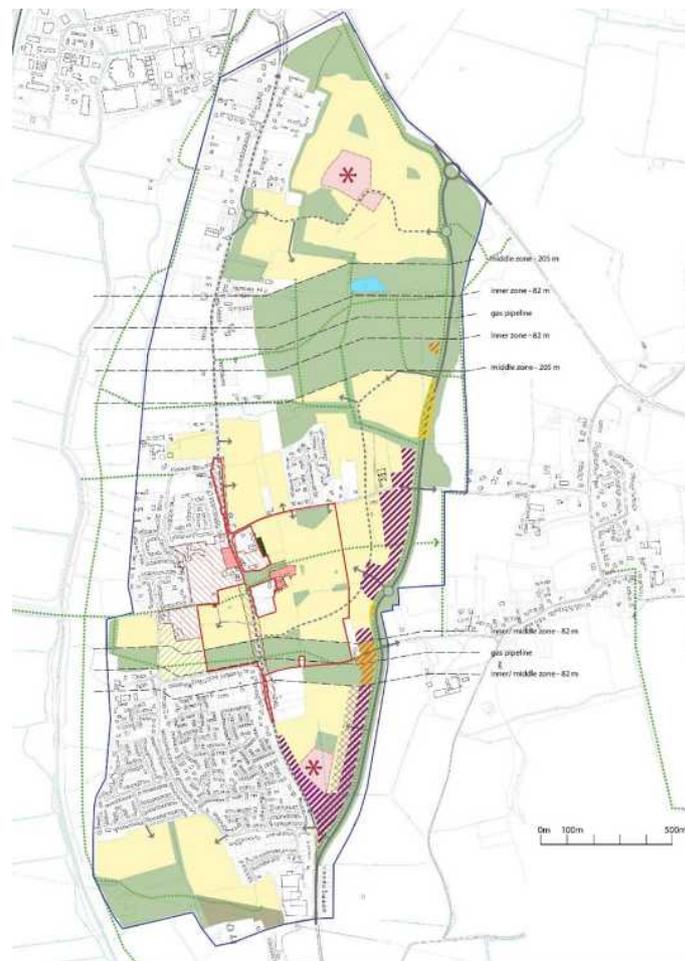
## Development impacts

The proposed road location and associated infrastructure, such as new roundabouts, maintenance access tracks, embankments, drainage basins and planting, would have a significant impact on the developable area within the southern and central parts of the growth area. The below table sets out the likely loss of area in the growth area based on the current proposal:

Lost built development area	approx. 9.1 ha
Lost public green space and woodland area	approx. 1.1 ha
Gained developable/green space area	approx. 1.0 ha
Total developable/green space area lost	approx. 9.2 ha

The areas referred in the above table are shown on the below framework Masterplan that has been submitted with the outline application 18/02289/OM. The lost built development area is shown in stripy purple; lost green space shown in stripy orange and gained developable area in stripy yellow. In addition to the areas shown, there would be further green space lost associated with the necessary connecting road from the 2nd from north roundabout to the development area.

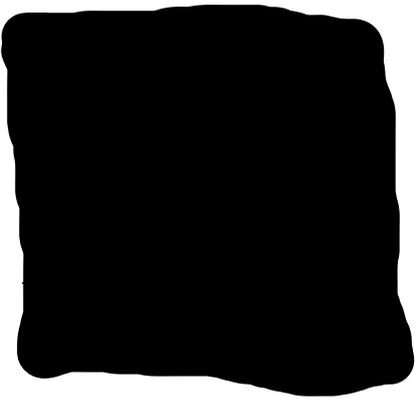
The design of the road should be considered and reviewed against the abovementioned losses to ascertain whether they can be mitigated.



I trust the above is of assistance and we look forward to being notified on the progress and future consultations for the proposed West Winch Housing Access Road.

Yours sincerely

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## **West Winch Housing Access Road (WWHAR)**

### **Comments following consultation**

#### **Congestion, air quality, noise**

According to the East of England Route Strategy published by Highways England in March 2021 (p.11) the A47 approaching the Hardwick interchange shows “congestion limiting growth along single carriageway sections of the route”. Traffic modelling has shown that congestion on the A47 approaching King’s Lynn from the east is not a problem. So, which is true?

There will, however, be serious congestion if the single carriageway WWHAR is built. A short section of dual carriageway on the approach to the Hardwick interchange will not accommodate the existing A47 traffic **plus** the traffic from the proposed development of 4,000 houses joining from the WWHAR **and** all the A10 through traffic. Far from solving the congestion problem it will simply transfer it to the WWHAR and the A47.

The five planned roundabouts the length of the WWHAR and the potential pedestrian crossing at Chequers Lane will cause traffic to slow, as will the additional traffic joining from the proposed development. A signalised roundabout is likely to create worse queues than those that already exist on the approach to the Hardwick roundabout via the current A10. This will not encourage business/growth to the town, one of the objectives set out in the Strategic Outline Business Case, and will not improve journey times as claimed (p.114 bullet point 5 Cabinet agenda PUBLIC) nor save on fuel. Slowing then accelerating vehicles (5 times on a stretch of road just over a mile long and the majority of which will be HGVs) creates more air and noise pollution. Whichever way the traffic is directed it is disingenuous to suggest that congestion will be eased. Bypasses/link roads/dualling cause induced traffic. Example: Newbury’s congestion was back to pre-bypass levels within six years of its completion. Furthermore, according to [www.smartertransport.uk](http://www.smartertransport.uk) building roads does not reduce congestion. “In the case of piecemeal upgrades congestion is more often displaced than temporarily reduced.” In another study (<https://theconversation.com/climate-explained-does->

[building-and-expanding-motorways-really-reduce-congestion-and-emissions-147024A](#)) “the short answer to the question about road building and expansion is that new roads do little to reduce congestion, and they will usually result in increased emissions.” A further study on the cost-benefit analysis of road investments shows the discrepancy between outturn and forecast

(<https://doi.org/10.1016/j.tra.2021.03.023> ) through unreliable modelling. This should be taken into account with regard to the dualling of the A47 approaching the Hardwick interchange from the east as well as the cost of modification of the same, and the additional traffic induced by the WWHAR.

How are noise and air quality levels to be calculated before the road is built? In the **Your Questions Answered** section on the Council website there are assurances, without detail, that noise and pollution levels will be assessed. Modelling has already been shown to be unreliable. How can we believe the predicted traffic flow data presented on the website? Accurate assessment can only be done when the road is built by which time it is too late.

The emphasis is on the benefits for West Winch residents. Has consideration been given to North Runcton residents and those who will eventually occupy the houses on the eastern side of the site? Much has been made of the unpleasant conditions for cyclists and pedestrians along the current A10. The creation of a cycling route/footpath alongside the WWHAR will be equally unacceptable for the same reasons. Will the route end when it reaches the A47? Will it run alongside the existing Public Right of Way (PROW)? Will the rat run from West Winch to the A47 to head east via Rectory Lane and vice versa continue to blight the lives of those living on Rectory Lane and the northern end of New Road despite the construction of the bridge? If Chequers Lane is to be severed, will this not increase traffic from Setch Road gaining access to the A47 via Common Lane and vice versa? The stretch of Common Lane beyond the Common is a single track road and wholly unsuitable for traffic looking for a short cut between the A47 and Setchey. Has an assessment been carried out with this scenario in mind?

It seems logical that the link road will not only exacerbate existing congestion and pollution problems, but will shift them to a different location because of the additional traffic from 4,000 houses. The Borough Council is obliged to take the congestion issue as a material consideration when weighing the advantages/disadvantages of the WWHAR.

### **Climate Change**

Numerous studies have been carried out on the effects of road building on CO2 emissions:

[Road building must end, says climate professor](https://www.transportinfrastructurenews.com › road-bui...)

<https://www.transportinfrastructurenews.com › road-bui...>

<https://www.bbc.co.uk/news/science-environment-53353258>

### **Biodiversity**

Has a Preliminary Environmental Information Report (PEIR) been completed?

Over wintering bird surveys: these birds are at greatest risk of habitat loss to development because winter food sources can be scarce. Farmland bird surveys: there are 19 species at risk from development because of their dependence on farmland and their inability to survive in other habitats

The RSPB recommends 4 surveys per month between November and February.

Habitat fragmentation caused by new roads and housing developments in a biodiversity crisis must also be a material consideration. The construction of the WWHAR will result in the total destruction of farmland habitats and the mosaic of important habitats to the north of the site. The ecologist reports describe these habitats as almost of County importance. Organisms need their specific habitat for survival. Noise and light pollution contribute to the disappearance of wildlife. Roadkill is likely to be more commonplace as creatures are displaced and find their habitats shrinking. Habitats that have taken years to evolve cannot be recreated elsewhere. Once destroyed they are irreplaceable. It

will be interesting to hear an explanation of exactly how “at least 10% biodiversity net gain” can be achieved.

It is clearly not in the interests of the economy, the environment, climate change and the biodiversity crisis to proceed with the WWHAR.

[REDACTED]  
[REDACTED]  
[REDACTED]  
18 November 2022

West Winch Housing Access Road,  
Infrastructure Delivery Team,  
County Hall,  
Marineau Lane,  
Norwich,  
NR1 2DH

Dear Sirs,

**Proposed West Winch Housing Access Road; design changes needed to avoid adverse consequences for drivers from North Norfolk.**

The enclosed two page submission to the Public Consultation draws attention to certain detrimental consequences contained therein which will likely affect adversely road users from North Norfolk passing through the area:-

*likely negation of improvements previously made at Hardwick Roundabout by the introduction of a new traffic light controlled roundabout only one mile to the east;*

*not addressed are current issues of congestion and delay to free flow of traffic generally and on the adjacent A149 in particular;*

*introduced are new impediments to traffic flows in the area on both the A47 and A10;*

*design amendments to the proposal are needed to address the issues above, thus likely improving the free run of traffic flows in the area, thereby avoiding adding to the current traffic congestion and delay in the area for road users from North Norfolk.*

Yours faithfully,

[REDACTED]

# Public Consultation for West Winch Housing Access Road (WWHAR)

## A Response

The proposals contained in the Public Consultation for WWHAR appear to:

- 1 *negate improvements previously made to the Hardwick Interchange*, with a resulting detrimental effect for road users passing through (see E, below).
- 2 *fail to address a number of related current issues* faced by road users which require urgent attention (see F, below).
- 3 *introduce new impediments to the free flow of traffic* for road users in the area (see G, below).
- 4 *require redesign* to remove factors that undermine previous improvements to the Hardwick Interchange, address current issues faced by road users in the area, and to remove impediments to the free flow of traffic for road users (see H, below).

## B Entitlement

- 1 Living in Cromer, North Norfolk, and as a regular user of the roads in the area, A47, A148, A149, A10, A134, & A17, I believe I am entitled to offer a response to the WWHAR.
- 2 Residents of North Norfolk and others who travel to and/or from the Home Counties, Norwich and the Broads, Midlands, or the North to/from North Norfolk are likely to be directly impacted by the knock-on effects of the proposals to divert traffic flows arising from the proposed WWHAR.

## C Summary of Issues for Traffic Management in and around Hardwick Interchange

- 1 Hardwick Interchange (and its approaches and exits) is currently one of the most traffic congested points used by road users from North Norfolk as they enter or exit the County of Norfolk.
- 2 Developments along the route of the A47 should fit with the nationally recognised long term objective to provide dual carriageway for its full length, and eliminate traffic congestion pinch-points.
- 3 Traffic flows in the area arise from the need for road users to reach the North Norfolk Coast, Norwich and the Broads, Norfolk East Coast, The Home Counties, The Midlands, The North, and the town of Kings Lynn and local villages.
- 4 The current inadequate roads provision around the Hardwick Interchange is often over congested.
- 5 The plan to provide road access for the provision of additional housing in the area of West Winch will likely inject additional traffic onto already inadequate road network.
- 6 The public consultation concerning the proposed WWHAR offers the people of North Norfolk and the wider County the opportunity to bring forward a better solution for road users passing through the area, and ensure a better design fit with the nationally recognised objective for the A47 to provide dual carriageway and eliminate traffic congestion pinch-points.

## D Traffic Flow Summary

The Hardwick Interchange area is subject to the following main traffic flows:

- 1 A47/A17/A149/A148 through traffic flows to/from Norwich and the Broads, North Norfolk Coast, the Midlands, and the North; not requiring access to West Winch/Kings Lynn. (traffic flow D1)
- 2 A10/A134/A149/A148/A47 through traffic flows to/from Home Counties, Norwich and the Broads, and North Norfolk; not requiring access to West Winch/Kings Lynn. (traffic flow D2)
- 3 Traffic flows to/from any direction requiring access to West Winch/Kings Lynn. (traffic flow D3)

## E The proposal likely negates improvements made previously to the Hardwick Interchange

The proposed design of the WWHAR likely negates improvements made previously to the Hardwick Interchange with a resulting detrimental effect on all road users passing through and around the area, i.e.:

- 1 separation of traffic flows D1 & D2 gained when the Hardwick Flyover was built, is likely lost with parallel running of the two traffic flows between the proposed new A10/A47 roundabout and the existing Hardwick interchange. The proposal does not fit with the long term objective for the A47.
- 2 the free flow of traffic flow D1 travelling in either direction along the A47 gained when the Hardwick Flyover was built, is likely lost as a result of the introduction of a roundabout with traffic lights at the proposed new A10/A47 interchange to the east of Hardwick roundabout. Congestion and delay resolved when the A47 flyover was provided at Hardwick will likely be reintroduced at the new roundabout.

### **F Fails to address related current issues**

The proposed solution shown in the Public Consultation fails to address a number of related current issues faced by road users in the area:

- 1 the publically recognised long term objective to dual the whole length of the A47 and eliminate congestion pinch-points along the way.
- 2 the heavy congestion and delay experienced by road users for long periods of the day not only at peak times for traffic flow D2 running in both directions north and south along the A149.
- 3 the need to maintain separation of traffic flows D1 & D2 to ensure the free running of both traffic flows for relevant road users.
- 4 the need to further separate as far as possible traffic flows D3 from traffic flows of D1 & D2, recognising the differing objectives relevant road users.
- 5 the need to address the current lack of free flow of traffic at the Pullover Roundabout A47/A17 where infrastructure for a flyover for A17 traffic is in place, but the flyover is not, and the detrimental knock-on effect contributing to the congestion around Hardwick Interchange.

### **G Introduces new impediments**

The proposed solution shown in the Public Consultation introduces new impediments to the free flow of traffic in the area:

- 1 the proposed new roundabout with traffic lights (junction A10/A47) likely introduces an unnecessary pinch-point for traffic congestion involving all traffic flows, effectively reintroducing congestion and delay factors resolved previously by provision of the A47 flyover at Hardwick Roundabout.
- 2 the proposed new roads configuration will likely extend current incidence of congestion and delay along the southbound A149 for traffic flow D2 along the length of the proposed new dual running of traffic flows D1 & D2 on the approach to the proposed new traffic light controlled interchange A10/A47.
- 3 the proposed new roads configuration will likely interrupt the free flow of traffic flow D1 on both eastbound and westbound approaches to the new proposed roundabout A10/A47.
- 4 the WWHAR proposal includes an additional five roundabouts on the new route of the A10 around West Winch, thus interrupting excessively the free flow of traffic for users of the through route to/from North Norfolk, and bringing the total of roundabouts to ten from the junction of the A10 with A134 to that of the A149 with the A148 a distance of less than 10 miles.

### **H Design amendments to the proposal for WWHAR**

An amended design proposal for the new roads configuration should ensure:

- 1 no impediment to free flow of traffic flows D1 & D2. This may be achieved with provision of a flyover at the proposed new junction A10/A47 (either A10 over A47, or A47 over A10), with additionally provision of a new junction A10/A149 to the north of Hardwick roundabout, and with appropriate slip roads for traffic flows D3. This will likely better fit with the long term objective for the A47, and likely better accommodate the heavy level of A10 traffic seeking to use the A149 (and vice versa) for onward journeys, without the need for road users to negotiate the existing roundabout at Hardwick.
- 2 the continued separation of traffic flows D1 & D2, as road users in the two traffic flows have differing destination objectives.
- 3 include additionally the dualling of the A47 carriageway across the Hardwick flyover to likely better fit with the long term objectives for the A47.
- 4 reduction in the number of roundabouts on proposed WWHAR by creation of an additional service road alongside the proposed route of the A10, to reduce the number of interruptions to the free flow of through traffic.
- 5 provision of a flyover at the Pullover Roundabout to ensure free flow of traffic to/from the A17 at junction with A47, to better fit with the long term objective for the A47.

### **Response Submitted By...**



Signed   
18 November 2022

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From:

Sent: 21 December 2022 19:08  
To: West Winch A10  
Subject: Obstruction to free foot travel

Follow Up Flag: Follow up  
Flag Status: Flagged

WARNING: External email, think before you click!

Hi, I live in [redacted], [redacted] and question why the council still need to go ahead with this project, bearing in mind the UK Government have now stated, there is no need for councils to guarantee a dedicated number of houses to be built. I don't believe there is enough employment in the local area to satisfy 4000 homes to be built in this location. I have concerns that the new link road will cause increased noise and vibration levels to the community of North Runcton, which is a lovely rural location which is in danger of being squeezed into West Winch. I can't see why the council don't make significant alterations to the existing A10 between West Winch and the Hardwick roundabout rather than sending the traffic through country fields to end up with the same volume of traffic eventually terminating at the same location, the Hardwick area.

I am a regular visitor to West Winch and have concerns around the label, 'potential cycle/pedestrian crossing' at Chequers Lane. This should be mandatory otherwise folk will try to facilitate Rectory Lane which is very much busier without pavement throughout. Chequers Lane is more pedestrian friendly with less risk of injury or death through vehicle collision.

I am also a regular visitor to Fair Green from North Runcton. I believe the increased foot traffic generated by new housing within this area will add to the risk of injury or death while trying to cross the extremely busy A47 junction at New Road, North Runcton and Hil Road, Fair Green. I would suggest Highways should introduce a pedestrian crossing at this location. There is already a camp site in New Road where camper choose to risk injury or death when trying to navigate the crossing to get to the nearest PH ' The Gate Inn. Please look at keeping folk safe at this location.

Kind regards  
[redacted]

Sent from my iPad

---

From:

Sent: 07 December 2022 21:04  
To: West Winch A10  
Subject: West-Winch Access Road

Follow Up Flag: Follow up  
Flag Status: Flagged

WARNING: External email, think before you click!

To whom it concerns,

Has anyone spared a thought about the effects this will have on Setchey? 4,000 houses, so roughly a family of at least three or potentially 8-12,000 more cars. The roundabout between Watlington and Setchey should be where this access road should start. As it currently stands, You take your life in your hands when you cross the A10 in Setchey now anyway, so what it will it be like with these additional houses and cars? Increased strain on the families living here, more risk to families here, as well as devaluing all the properties between this proposed access road and the entirety of setchey.

Sincerely,  
A concerned resident.

Sent from my iPad

**From:**  
**Sent:** 30 December 2022 10:43  
**To:** West Winch A10  
**Cc:**  
**Subject:** New proposed West Winch Housing Access Road

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

WARNING: External email, think before you click!

Dear Sir

I would like to add my comments to the proposed new road.

I read your proposal and feel the whole site is the wrong place for 4000 new houses to be built. Not only do you have damage done to the village of West Winch but also North Runcton.

The site does nothing to support easy access to Kings Lynn where the road into town is already congested but also does nothing to facilitate a commute to Cambridge by train. Cambridge is one of our most expanding towns with a high availability of good well paid jobs

Not having 4000 new houses within easy walking distance to a station and the rail link to Cambridge is a mistake. A better site might be Watlington which already has a station or a new station being created.

An alternative is West Lynn and a new bridge to the town across the Ouse. This would have the effect of putting the old centre of King's Lynn back into the actual centre rather than being on the edge as it has become.

The site is not in the correct place and in my opinion it is more likely it has been well put forward by the land owners to hit the targets on housing rather than a suitable long term solution.

Now the government targets have been amended to now be at the discretion of the planning authority rather than a compulsory target the need to push ahead is no longer so urgent. The whole proposal could be reconsidered

Ours faithfully

**From:** - -  
**Sent:** 30 December 2022 13:56  
**To:** West Winch A10  
**Subject:** West Winch A10 Access Road Consultation

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

**WARNING:** External email, think before you click!

Hi,

Just a note to say alot of people use the slip road from Hardwick (from sainsburys) towards the A47 to head towards Wisbech, without having to go around Hardwick roundabout itself.

The new design will mean having to travel significantly further along the A47 to the proposed round about and then back again.

If something could be accommodated so people could easily access the A47 towards Wisbech without having to go all the way around the roundabout, I think it will greatly improve the congestion on the roundabout and significantly reduce people's journeys and environmental impact.

Regards,

**From:** .....  
**Sent:** 10 December 2022 23:20  
**To:** West Winch A10  
**Subject:** West Winch Housing Road Access Public Consultation

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

**WARNING:** External email, think before you click!

Following my attendance of the public consultation at the North Runcton village meeting room, I would like to raise some concerns.

My impression was that the plans regarding North Runcton were limited to the immediate vicinity of the village green. The effort to limit traffic flowing through the village appear to be solely focused on the severance of the Cheques Lane route. The plan has little consideration to the impact on the residence of Rectory Lane and New Road. The document 'West Winch Housing Access Road, Pre-Planning Application Consultation' states that the level of traffic using Rectory Lane will more than double, increasing noise and air pollution exponentially. I suspect the increase in traffic flow on Rectory Lane is understated. The New Road, Rectory Lane route is already used as a 'rabbit run' by drivers of vehicles of all sizes wishing to avoid Hardwick Roundabout. The plan does not detail any measures during the road construction period that will ensure that traffic does not redirect through the New Road and Rectory Lane artery in order to avoid road works.

Currently it is difficult to leave the village and safely join the fast flowing A47 from New Road. There is no mention of how this junction will be any more manageable given the predicted increase in traffic flow. The 'relief road has been designed to take pressure off the A10, however, the redirected road traffic will quickly build up on the A47 and still arrive at the Hardwick Roundabout albeit from a different direction. Although there are plans to improve the traffic flow around the roundabout, the core problem of traffic being unable to exit to A149 has not been addressed, and the bottleneck will remain.

Best regards

**From:**  
**Sent:** 01 January 2023 22:09  
**To:** West Winch A10  
**Subject:** has shared a folder with you using Dropbox

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

**WARNING:** External email, think before you click!

These are a couple of videos I took as evidence of the importance of this habitat for the red listed skylark. They were taken in the evening of June 2022 from the PROW which runs alongside the proposed route of the WWHAR. I have already submitted my objections to the road.

Hi,

Here's a link to "Mobile Uploads" in my Dropbox:

Sent from my iPad

**From:**  
**Sent:** 11 December 2022 18:30  
**To:** West Winch A10  
**Subject:** West Winch HAR SOBC

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

**WARNING:** External email, think before you click!

I have downloaded a copy of the SOBC from your website, but the Appendices are not included, just the header pages.

Having read the report, I would now like to study the appendices. Please can you either forward pdf copies to me or indicate from where I can download them.

Kind regards

**Sent:** 08 January 2023 20:31

**Subject:** County Councillor Response to West Winch Bypass Consultation

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

### **County Councillor Response to West Winch Bypass Consultation**

As the local County Councillor, I fully support the considered, reasonable consensus in West Winch and Setchey, that there cannot be any new development accessing the A10, until the Bypass to the A47 is fully built out. West Winch and Setchey have been very patient for 50 years and *will not accept new development of 4,000 homes, without the full proper highways infrastructure first.* The Bypass was needed in the 70's, with plans for a Bypass to Oakwood Corner drawn up in 1990, but Government did not provide funding for the necessary infrastructure at the time of the last major Bovis development, and the traffic situation got much worse. The road design must also be updated to bypass Setchey too, as per the 1990 Option to Oakwood Corner, now in the Norfolk Record Office – without this, congestion on the A10 Growth Corridor in Setchey will worsen and this will be an opportunity missed.

The Mott MacDonald Study in 2014 for Norfolk County Council, predicted 1,000-car queues south from the Hardwick Roundabout down the A10 every day, if 1100 new homes were built before 1. West Winch was bypassed, 2. the Hardwick Roundabout improved, and 3. the A47 dualled from the Hardwick to the new Bypass.

Highways England had a 7 year Holding Objection to major development in West Winch, because of the continuing lack of highway capacity. Since 2014, traffic volumes have grown to 20,000 cars a day on the A10, and 33 RTA's in the last 5 years, with many more unrecorded no-injury accidents blighting the lives of residents along the A10 in West Winch and Setchey. Current plans for 300 houses to access the A10 onto a new roundabout at the Winch, are strongly objected to by residents, including inhabitants of the two

new estates on Lemuel Burt Way and East View Park Retirement Village adjacent to the Winch, who cannot safely cross the road to the Bus Stop. The roundabout would make it impossible to cross the road at all, as it would not be traffic lit. This is not sustainable for Active Travel and Public Transport or Climate Change.

These developments were a clear mistake, due to the blight to residential amenity.

If we do not learn from the lessons of the past, we are doomed to repeat them. The A10 in West Winch and Setchey is busier than the much wider A47 in West Norfolk, but the A10's narrower condition as a substandard Major Route Network that cannot be dualled, unlike the A47, means it is not logical or feasible to begin any development on the A10 first, because of the blight to residents from congestion, safety issues, pollution and difficulty exiting driveways and estate roads onto the A10; and the severe downward drag on Norfolk's productivity, due to the cost to business of queues, delays and unreliable journey times on the A10, the major route to King's Lynn and its port, from London, Ely and Cambridge.

West Norfolk is a low-wage low-skill economy, exacerbated by poor transportation links. This needs to be addressed now.

There will be no levelling up in King's Lynn if the Bypass is not fully built before the development starts.

The unacceptable blight to residential amenity, is borne out by Hopkins' own Impact Assessment, which states new homes built near the A10 would be so noisy from traffic, that residents could not use their outdoor living spaces or open their windows.

The section of the A10 in West Winch and Setchey was the worst performing part of the A10 in the Mayor of Cambridgeshire's study.

We hope to see the £65 million provided by Government as soon as possible.

Yours sincerely,  
Alexandra Kemp

**County Councillor Alexandra Kemp**  
**County Division: Clenchwarton and King's Lynn South**



# Appendix C

## Full Coding Tables



## APPENDIX C: FULL CODING TABLES

### THEMES FROM COMMENTS ABOUT THE NORTH SECTION

Theme description	No. of mentions	% of mentions
North Section - Congestion	32	15%
Suggestion - Design changes	20	10%
Support - North Section (Links to A47 and Hardwick Interchange)	17	8%
Oppose - North Section (Links to A47 and Hardwick Interchange)	15	7%
Oppose - Cost of the proposal	12	6%
Suggestion - active travel proposals	12	6%
Concern - new additional journeys	10	5%
Oppose - A47 signage	9	4%
Concerns - Traffic flows during holiday period	8	4%
Comment - Proposed Housing development	6	3%
Concern - Pollution	6	3%
Oppose - Local Infrastructure unable to cope	5	2%
Oppose - Due to environmental Impact of Proposal	5	2%
Oppose - Dualling of the A47	4	2%
Suggestion - Dualling of the A47	4	2%
Suggestion - Build road before houses	4	2%
Comments on the Existing A10	4	2%
Other comments unrelated to the scheme	4	2%
Concerns - HGVs	3	1%
Suggestion - New or improved traffic surveys	3	1%
Concern - Dualling of the A47	2	1%
Support - Hardwick Interchange	2	1%
Oppose - Hardwick Interchange	2	1%
Suggestion Access Road	2	1%
Concern - Congestion / Traffic increase	2	1%
Oppose/Concern - Impact to surrounding towns	2	1%
Suggestion - Improvements elsewhere	2	1%
Suggestion - Begin construction ASAP	2	1%
North Section - Impact to current users	1	0.5%
Oppose - Proposed Access Road	1	0.5%
Oppose - Access Road - Too many roundabouts	1	0.5%
Support - Overall Scheme	1	0.5%
Oppose - Overall Scheme	1	0.5%
Concern - Maintenance of the proposed landscaping	1	0.5%
Concern - Impact on existing roads	1	0.5%
More information needed	1	0.5%

## THEMES FROM COMMENTS ABOUT THE SOUTH SECTION

Theme description	No. of mentions	% of mentions
Suggestion - Design changes	21	14%
Oppose/Concern - Impact to surrounding towns	16	11%
Concern - Congestion / Traffic increase	11	7%
Other comments unrelated to the scheme	10	7%
Comments on Rectory Lane	8	5%
Suggestion - Active travel proposals	8	5%
Suggestion for the Access Road	7	5%
Oppose - Cost of the proposal	7	5%
Comments on Chequires Lane	6	4%
Oppose - Overall Scheme	6	4%
Concern - Pollution	6	4%
Oppose - Active Travel	6	4%
Support - Proposed Access Road	5	3%
Oppose - Access Road - Too many roundabouts	5	3%
Oppose - Proposed Access Road	3	2%
Comment - Proposed Housing development	3	2%
More information needed	3	2%
Oppose - South Junction (Junction between A10 and Access Road)	2	1%
Concerns - South Section - Impact to drivers	2	1%
Suggestion - Begin construction ASAP	2	1%
Concern - New additional journeys	1	1%
Support - South Junction (Junction between A10 and Access Road)	1	1%
Support - Overall Scheme	1	1%
Oppose - Local Infrastructure unable to cope	1	1%
Concerns - HGVs	1	1%
Concerns - Speed limits	1	1%
Oppose - Due to environmental Impact of Proposal	1	1%
Concern - Flooding	1	1%
Suggestion - New or improved traffic surveys	1	1%
Concerns - Traffic flows during holiday period	1	1%
Concerns - Safety of those using active travel provision	1	1%
Concern - Impact on existing roads	1	1%

### THEMES FROM COMMENTS ABOUT THE ENVIRONMENTAL PROPOSAL

Theme description	No. of mentions	% of mentions
Oppose - Due to environmental Impact of Proposal	23	19%
Other comments unrelated to the scheme	21	17%
Concern - Pollution	18	15%
Suggestion - Further information	9	7%
Comment - Proposed Housing development	8	6%
Support - Environmental proposal	7	6%
Suggestion - Design changes	5	4%
Suggestion - Add more landscaping (e.g more trees)	5	4%
Concern - flooding	5	4%
Oppose - Local Infrastructure unable to cope	4	3%
Concern - Proposed wildlife mitigation	4	3%
Suggestion - active travel proposals	4	3%
Concern - Congestion / Traffic increase	2	2%
Oppose/Concern - Impact to surrounding towns	2	2%
Oppose - Cost of the proposal	2	2%
Oppose - Access Road - Too many roundabouts	1	1%
Oppose - Overall Scheme	1	1%
Concerns - HGVs	1	1%
Oppose - Active Travel	1	1%
More information needed	1	1%

### THEMES FROM COMMENTS ABOUT THE LANDSCAPE PROPOSAL

Theme description	No. of mentions	% of mentions
Other comments unrelated to the scheme	23	24%
Suggestion - Add more landscaping (e.g more trees)	16	17%
Support - Landscaping proposal	8	8%
Oppose - Landscaping proposal	8	8%
Oppose - Overall Scheme	5	5%
Concern - Pollution	5	5%
Oppose - Cost of the proposal	5	5%
Concern - Maintenance of the proposed landscaping	5	5%
Comment - Proposed Housing development	4	4%
Suggestion - Design changes	4	4%
Oppose/Concern - Impact to surrounding towns	3	3%
Concern - Proposed wildlife mitigation	3	3%
Oppose - Local Infrastructure unable to cope	2	2%
More information needed	2	2%
Concern - Congestion / Traffic increase	1	1%
Suggestion - active travel proposals	1	1%

### THEMES FROM COMMENTS ABOUT THE ACTIVE TRAVEL PROPOSAL

Theme description	No. of mentions	% of mentions
Concerns - Safety of those using active travel provision	29	30%
Suggestion - active travel proposals	25	26%
Other comments unrelated to the scheme	13	13%
Suggestion - Design changes	7	7%
Oppose - Active Travel	6	6%
Oppose - Overall Scheme	2	2%
Oppose/Concern - Impact to surrounding towns	2	2%
Concern - Pollution	2	2%
Oppose - Cost of the proposal	2	2%
Support - Active Travel	2	2%
Comments on Cheques Lane	1	1%
Oppose - Local Infrastructure unable to cope	1	1%
Comment - Proposed Housing development	1	1%
Concerns - HGVs	1	1%
Concern - Maintenance of the proposed landscaping	1	1%
Oppose - Due to environmental Impact of Proposal	1	1%

### THEMES FROM ANY OTHER COMMENTS ON THE SCHEME

Theme description	No. of mentions	% of mentions
Other comments unrelated to the scheme	14	11%
Concern - Congestion / Traffic increase	11	8%
Comment - Proposed Housing development	11	8%
Suggestion - Design changes	11	8%
Oppose - Overall Scheme	10	8%
Oppose - Cost of the proposal	10	8%
Oppose/Concern - Impact to surrounding towns	9	7%
Suggestion - active travel proposals	7	5%
Oppose - Local Infrastructure unable to cope	6	5%
Suggestion - Build road before houses	6	5%
Comments on the Existing A10	5	4%
Support - Overall Scheme	4	3%
Oppose - Access Road - Too many roundabouts	3	2%
Suggestion for the Access Road	3	2%
Comments on Rectory Lane	3	2%
Suggestion - Begin construction ASAP	3	2%
Concerns - HGVs	2	2%
Concerns - Speed limits	2	2%
Oppose - Due to environmental Impact of Proposal	2	2%
More information needed	2	2%

Oppose - North Section (Links to A47 and Hardwick Interchange)	1	1%
Oppose - Access Road	1	1%
Concern - Pollution	1	1%
Suggestion - Improvements elsewhere	1	1%
Concern - flooding	1	1%
Suggestion - Traffic survey	1	1%
Concerns - Traffic flows during holiday period	1	1%
Concerns - Safety of those using active travel provision	1	1%



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## Cabinet

Item No: 11

**Report Title: Disposal, acquisition and exploitation of property: West Winch Landowner Collaboration Agreement**

**Date of Meeting: 2<sup>nd</sup> September 2023**

**Responsible Cabinet Member: Councillor Jane James**, Cabinet Member for Corporate Services and Innovation

**Responsible Director: Grahame Bygrave**, Interim Executive Director for Community and Environmental Services

**Is this a Key Decision? No**

**If this is a Key Decision, date added to the Forward Plan of Key Decisions: n/a**

### **Executive Summary/Introduction from Cabinet Member**

The County Council and Borough Council of King's Lynn & West Norfolk have been working closely over a number of years to support the delivery of local plan housing and infrastructure delivery, given its strategic importance and benefits of wider economic growth. A key part of this is within the West Winch Growth area, where there is a long-standing growth ambition which is anticipated to deliver up to 4,000 homes together with significant infrastructure, including major highway infrastructure connecting the A10 with the A47 Trunk Roads, via the West Winch Housing Access Road.

To deliver a growth area of this scale significant infrastructure is required that will service the whole of the area, and all landowners (or developers) will need to contribute to these site-wide costs. Some site-wide (Growth Area) infrastructure will need to be delivered early, for example the West Winch Housing Access Road, and this needs to be funded up-front to facilitate eventual housing and other development.

To help deliver this a collaboration agreement has been drawn up amongst the landowners, whose overall purpose is to facilitate the delivery of the West Winch growth area over the next 20 years including securing the necessary land for the construction of the West Winch Housing Access Road which is an essential infrastructure requirement.

This report outlines seeks approval for the County Council to enter into this collaboration agreement and work with the Borough Council in supporting the delivery of the West Winch Growth Area.

## **Recommendations:**

### **Cabinet is asked:**

- 1. For the land at North Runcton / West Winch – Mill Farm Lane, PE33 0LT (2054/100), to delegate authority to the Director of Property and subject to the agreement of final terms:**
  - 1.1 To enter into the Landowner’s collaboration agreement as set out in Appendix A**
  - 1.2 To enter into the Promotion agreement as set out in Appendix A**
  - 1.3 To enter into the S106 agreement as set out in Appendix A**
- 2. To delegate to the Director of Property authority to act on behalf of the County Council in meeting the obligations of the landowner and related agreements.**

## **1. Background and Purpose**

- 1.1 Norfolk County Council (NCC) actively manages its property portfolio in accordance with the Strategic Property Asset Management Framework 2021/22-2026/27. Property is held principally to support direct service delivery, support policy objectives, held for administrative purposes or to generate income. Property is acquired or disposed of as a reaction to changing service requirements, changing council policies or to improve the efficiency of the overall portfolio.
- 1.2 The Corporate Property Officer reviews options for maximising income from surplus properties usually by open market sale to obtain the best consideration possible. These will range from selling immediately on the open market (to the bidder making the best offer overall), enhancing the value prior to sale, strategic retention for a longer-term benefit through to direct development of the land and buildings and selling/letting the completed assets, in the expectation of enhanced income for the Council. Most disposals will be by way of tender or auction. In respect of auctions the contract of sale will be formed at the fall of the hammer and where this approach is selected the Corporate Property Officer will determine a reserve below which the property will not be sold. Most disposals will include overage/clawback provisions to enable the council to collect future uplifts in value created by alternative uses.

## 2. Proposals

### **North Runcton / West Winch – Mill Farm Lane, PE33 0LT (2054/100)**

- 2.1 The South East King's Lynn Growth Area (SEKLGGA), also known as the "West Winch Growth Area" has been a long standing growth ambition for the Borough council and is anticipated to deliver up to 4,000 homes together with significant road, and other infrastructure, including major road infrastructure connecting the A10 with the A47 Trunk Roads (the West Winch Housing Access Road (WWHAR)).
- 2.2 The Growth Area is a significant area of land (some 192 hectares) and is an area allocated for (mainly) residential development in the Borough Council's adopted Local Plan. This allocation is the largest allocation for housing development in the Local Plan and complies with National Planning Policy
- 2.3 The land comprising the Growth Area is in multiple ownerships and it is necessary for all parties to come to an agreement in respect of how the overall site will be delivered.
- 2.4 To deliver a Growth Area of this scale significant infrastructure is required that will service the whole of the growth area, and all landowners (or developers) will need to contribute to these site-wide costs. Some site-wide (Growth Area) infrastructure will need to be delivered early, for example the West Winch Housing Access Road, and this needs to be funded up-front to facilitate eventual housing and other development.
- 2.5 To help deliver this a collaboration agreement has been drawn up amongst the landowners.
- 2.6 The overall purpose of the collaboration agreement is to facilitate the delivery of the West Winch growth area over the next 20 years including securing the necessary land for the construction of the West Winch Housing Access Road which is an essential infrastructure requirement.

- 2.7 The collaboration agreement is an integral mechanism to securing government funding for the road and has been prepared over the last four years with specialist property and legal advisors and more recently Landowners' solicitors.
- 2.8 The collaboration agreement sets out an approach to the long-term strategic development of the site. It includes a minimum land value (per acre) for each landowner and the process for the payment of the land receipt. An equalisation approach ensures that all landowners are treated in the same way.
- 2.9 All landowners entering into the Collaboration Agreement, will be required to sign up to two other agreements, namely the Promotion Agreement and the S106 Framework Agreement.
- 2.10 **The Promotion Agreement** is a document that sets out the agreement between all of the landowners within the Collaboration Agreement in respect of how the overall Growth Area is brought forward for development, including making use of a single agent/agency for the marketing and negotiation with interested parties. This should provide for the best outcome not only for all of the landowners, but also potentially the most cost-effective efficient means by which to deliver the overall Growth Area.
- 2.11 **The S106 Framework Agreement** is a document that sets out the planning obligations that run with the land i.e., future purchasers/owners of the land will be required to comply with its content if and when they bring sites forward for development. This Agreement will deal with such issues as:
- Contributions to Growth Area site wide infrastructure costs
  - Affordable Housing delivery
  - Land release for Growth Area site wide infrastructure such as for the West Winch Housing Access Road (the link between the A10 and A47).

**Norfolk County Council Holdings**

2.12 On the 6<sup>th</sup> December 2021 (Item 19) – Cabinet declared the land at North Runcton / West Winch – Mill Farm Lane, PE33 0LT (2054/100) as surplus to requirements. As discussed in section 2.42 of the original report NCC was in active discussions with BKLWN and landowners around the ‘holistic promotion and development of this land’. These discussions have now concluded and been agreed within the collaboration agreement.

2.13 The land, edged red of the plan, is in the freehold ownership of the Council and was acquired as part of the County Farms Estate. It has an area of 20.88 hectares (51.6 acres).

2.14 The estimated disposal receipt, as calculated by the proposed Landowner Agreement exceeds delegated amounts and therefore Cabinet approval is required. The details of the landowner agreement are provided in the Appendix A and are commercial confidential.



**3. Evidence and Reasons for Decision**

3.1 Entering into the Collaboration agreement supports a significant housing and regeneration scheme in Kings Lynn.

**4. Alternative Options**

4.1 NCC could not sign the collaboration agreement. However, this would cause a significant issue in the delivery of the WWHAR, which would not proceed without the estimated housing growth in the area.

## **5. Financial Implications**

- 5.1 Entering into the Collaboration Agreement will allow NCC to generate a capital receipt beyond the current agricultural value of the holding.

## **6. Resource Implications**

- 6.1 **Staff:** Nil

- 6.2 **Property:** As described in the earlier parts of this report.

- 6.3 **IT:** Nil.

## **7. Other Implications**

- 7.1 **Legal Implications:**

- 7.2 **Human Rights Implications:** No implications.

- 7.3 **Equality Impact Assessment (EqIA):** No specific EqIA has been undertaken in respect of the cases in this report.

- 7.4 **Data Protection Impact Assessments:** No data protection impact implications in respect of the cases in this report.

- 7.5 **Health and Safety implications:** No implications for the cases in this report.

- 7.6 **Sustainability implications:** Future development of the site will require planning permission and therefore would be mindful of sustainability measures.

## **8. Risk Implications / Assessment**

- 8.1 Nil

## **9. Recommendations**

**Cabinet is asked:**

- 1. For the land at North Runcton / West Winch – Mill Farm Lane, PE33 0LT (2054/100), to delegate authority to the Director of Property and subject to the agreement of final terms:**

- 1.1 **To enter into the Landowner's collaboration agreement as set out in Appendix A**
- 1.2 **To enter into the Promotion agreement as set out in Appendix A**
- 1.3 **To enter into the S106 agreement as set out in Appendix A**

2. To delegate to the Director of Property authority to act on behalf of the County Council in meeting the obligations of the landowner and related agreements.

## 10. Background Papers

10.1 Link to 6<sup>th</sup> December 2021 Cabinet papers:

<https://norfolkcc.cmis.uk.com/norfolkcc/CalendarofMeetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1797/Committee/169/Default.aspx>

**Officer Contact:** If you have any questions about matters contained within this paper, please get in touch with:

**Officer name:** Simon Hughes, Director of Property

**Telephone no.:** 01603 222043

**Email:** [simon.hughes@norfolk.gov.uk](mailto:simon.hughes@norfolk.gov.uk)



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# Report to Cabinet

Item No. 12

**Report Title: Finance Monitoring Report 2023-24 P4: July 2023**

**Date of Meeting: 4 September 2023**

**Responsible Cabinet Member: Cllr Andrew Jamieson (Deputy Leader and Cabinet Member for Finance)**

**Responsible Director: Harvey Bullen (Director of Strategic Finance)**

**Is this a Key Decision? Yes**

**If this is a Key Decision, date added to the Forward Plan of Key Decisions: 02/03/2023**

## **Introduction from Cabinet Member**

This report gives a summary of the forecast financial position for the 2023-24 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2024, together with related financial information.

## **Executive Summary**

### **Financial monitoring position**

Subject to mitigating actions, on a net budget of £493.707m, the forecast revenue outturn for 2023-24 at the end of period 4 (July) is a **balanced budget**.

General Balances are forecast to be **£25.410m** at 31 March 2024 following transfers of £1m planned contribution from the revenue budget at the end of 2023-24. Service reserves and provisions are forecast to total **£144.934m**.

All significant cost pressures are taken into account in the forecasts in this report. Details of these pressures and progress on achieving savings are addressed in detail in this report.

### **Other matters**

This report also addresses a number of other financial matters and recommendations, which are covered in detail within the paper and associated appendices. These are as follows:

- An update relating to the financial arrangements in place between the County Council and the Norse Group, and associated proposals, including the provision of a £10m capital loan, the proposal to amend the Treasury Management and Investment Strategy for 2023-24 to increase the treasury management investment limit for the Norse Group, and details of a further review to be undertaken by the Director of Strategic Finance.
- Various amendments to the Capital Programme for 2023-24 and future years reflecting recent Cabinet decisions and necessary additions to the Programme.
- A proposed resolution to outstanding receivables and payables balances between NHS Norfolk and Waveney Integrated Care Board (ICB) and Norfolk County Council.

- The proposed appointment of a County Council officer as a director on the Boards of (1) the Low Carbon Innovation Fund 2 (LCIF2) joint venture and (2) Hethel Innovation Ltd.
- Details of additional grant funding received during the financial year.

## Recommendations:

1. To note the addition of **£90.724m** to the capital programme to address capital funding requirements funded mostly from various external sources as set out in detail in capital Appendix 3, paragraph 1.4 as follows:
  - £26.474m King's Lynn Sustainable Transport and Regeneration Scheme (STARS) supported by £24.480m external funding and £1.994m NCC Borrowing recommended at Cabinet on 3 July 2023 and approved at Full Council on 18 July 2023
  - £16.7m Corporate Property Retrofitting Plan recommended at the 5 June 2023 Cabinet meeting and approved at Full Council on 18 July 2023
  - £1.8m external funding allocated to the Estates Decarbonisation programme
  - £1.250m uplift to the flexible use of capital receipts to fund the Adult Social Care Transformation programme, bringing the total ASC Transformation Programme funded through capital receipts to £2.250m
  - £0.139m DEFRA funding received for the eCargo Bike Library scheme
  - £44.452m DfT funding allocated to various Highways improvement and maintenance schemes including £4.6m for the West Winch Bypass, £3.5m for the Norwich Heartsease Fiveways Junction, £3m for the Costessey – Bowthorpe Mobility Hub. Further details of the various Highways projects budgets impacted are listed in Appendix A.
  - (£0.092m) net reduction in various other schemes
2. To recommend that the Council approves the addition of a net £8.94m to the P6 capital programme on 26 September 2023 for the following schemes as set out in Capital Appendix 3, paragraph 4.2-4.4 as follows:
  - £10m new capital loan for the Norse Group Project One replacement and integration of its HR and Finance systems as set out in Appendix 3, note 4.2
  - £3.4m uplift to the Great Yarmouth O & M Campus project to fund the cost pressures identified in the latest forecast including inflationary cost pressures and additional drainage, decontamination and remedial works identified as set out in Appendix 3, note 4.3.
  - £1.05m temporary uplift to the NCC Borrowing contribution to fund the West Winch Housing Access Road project up to the end of November 2023, as set out elsewhere in the agenda
  - Offset by £5.515m reduction in the Adult Learning capital programme following the decision to pursue alternative more accessible venues for the delivery of the Adult Learning programme and dispose of the Wensum Lodge site.
3. Subject to Cabinet approval of recommendation 1, and following Council approval of recommendation 2, to delegate:
  - 3.1. To the Director of Procurement authority to undertake the necessary procurement processes including the determination of the minimum standards and selection criteria (if any) and the award criteria; to shortlist bidders; to make provisional award decisions (in consultation with the Chief Officer responsible for each scheme); to award contracts; to negotiate where the procurement procedure so permits; and to terminate award procedures if necessary.

3.2. To the Director of Property authority (notwithstanding the limits set out at 5.13.6 and 5.13.7 of Financial Regulations) to negotiate or tender for or otherwise acquire the required land to deliver the schemes (including temporary land required for delivery of the works) and to dispose of land so acquired that is no longer required upon completion of the scheme.

3.3. To each responsible chief officer authority to:

- (In the case of two-stage design and build contracts) agree the price for the works upon completion of the design stage and direct that the works proceed; or alternatively direct that the works be recompleted.
- approve purchase orders, employer's instructions, compensation events or other contractual instructions necessary to effect changes in contracts that are necessitated by discoveries, unexpected ground conditions, planning conditions, requirements arising from detailed design or minor changes in scope.
- subject always to the forecast cost including works, land, fees, and disbursements remaining within the agreed scheme or programme budget.
- That the officers exercising the delegated authorities set out above shall do so in accordance with the council's Policy Framework, with the approach to Social Value in Procurement endorsed by Cabinet at its meeting of 6 July 2020, and with the approach set out in the paper entitled "Sourcing strategy for council services" approved by Policy & Resources Committee at its meeting of 16 July 2018.

4. To recognise the period 4 general fund forecast revenue of a **balanced position**, noting also that Executive Directors will take measures to reduce or eliminate potential overspends where these occur within services.

5. To recognise the period 4 forecast of 95% savings delivery in 2023-24, noting also that Executive Directors will continue to take measures to mitigate potential savings shortfalls through alternative savings or underspends.

6. To note the forecast General Balances at 31 March 2024 of **£25.410m**.

7. To note the expenditure and funding of the revised current and future 2023-28 capital programmes including the significant reprofiling undertaken to date and the increase in the capital programmes of £90.724m in P4.

8. To approve the appointment of directors to Norfolk County Council owned companies and joint ventures as set out in section 2.3, as required by the Council's Financial Regulations.

9. To note the update regarding financial arrangements in place with the Norse Group as set out in Appendix 3 – section 4.2 and to:

9.1. Recommend to Full Council the amendment to the [Annual Investment and Treasury Management Strategy 2023-24 adopted by Full Council on 21 February 2023](#) to increase the treasury management investment limit for Norse Group to £25.000m in order to maintain the existing level of cash flow facility available to the company. (See also Appendix 2, paragraph 1.12)

9.2. Approve the timetable for adoption of amendments to the Annual investment and Treasury Management Strategy 2023-24 as set out paragraph 2.4.3 below.

9.3. Recommend to Full Council to approve the addition of £10.000m to the capital programme to provide for a capital loan facility for the Norse Group

- 9.4. Delegate to the Director of Strategic Finance to agree the details of the £10.000m capital loan to the Norse Group for the implementation of a Finance and HR system (Project One) subject to the provision of appropriate security, the completion of financial and legal due diligence, and compliance with subsidy control requirements.
10. To approve the recommended NHS Norfolk and Waveney Integrated Care Board (ICB) and Norfolk County Council receivables and payables outstanding balances resolution arrangement described in Appendix 5.

## 1. Background and Purpose

- 1.1. This report and associated annexes summarise the forecast financial outturn position for 2023-24, to assist members to maintain an overview of the overall financial position of the Council.

## 2. Proposals

- 2.1. Having set revenue and capital budgets at the start of the financial year, the Council needs to ensure service delivery within allocated and available resources, which in turn underpins the financial stability of the Council. Consequently, progress is regularly monitored, and corrective action taken when required.
- 2.2. Details of further specific proposals and associated recommendations are set out below, and in detail within the associated appendices to this report.
- 2.3. **Appointments to Norfolk County Council owned companies and Joint Ventures**
  - 2.3.1. The delegation of authority to senior officers to act on behalf of the County Council requires the consent of the County Council before they can make certain decisions including the appointment of directors, and the County Council's [Financial Regulations](#) confirm that (5.10(f)) "*The appointment and removal of directors to companies, trusts and charities in which the County Council has an interest must be made by Cabinet, having regard to the advice of the Director of Strategic Finance.*" Following consideration of vacancies in Norfolk County Council appointed directors, the Director of Strategic Finance has reviewed the below list of appointees and advises that they are suitable. The Director of Strategic Finance therefore recommends the following appointments to Cabinet for approval, which will support to ensure the continued effective management and oversight of the limited companies owned by the County Council, and joint ventures in which it is a partner.
    - To appoint Christopher Starkie, the new Director of Growth and Investment, as a Director of Norfolk County Council's joint venture with the University of East Anglia – the Low Carbon Innovation Fund 2 (LCIF 2 Limited (12179634)) – replacing Vince Muspratt.
    - To note that Cllr Graham Plant remains a director of LCIF 2 appointed by Norfolk County Council and currently serves as Chairman of the Board.
    - To appoint Christopher Starkie, as a Director of HETHEL INNOVATION LTD (07534401) – replacing Sarah Rhoden.

### 2.4. Norfolk County Council's financial relationship with the Norse Group

- 2.4.1. Norfolk County Council has lending and cash flow facility arrangements in place with the Norse Group, including a short term lending facility as part of the Council's overall [Annual Investment and Treasury Strategy 2023-24 approved as part of 2023-24 budget-setting by Full Council in February 2023](#). Norse Group have requested a £10m capital loan from the County Council to support the implementation of a replacement HR and Finance System. In addition, consequential updates are required as part of a review of the financial arrangements in place between the County Council and the Norse Group. Further details of recommendations in relation to this are set out in Appendix 2 paragraph 1.12 and Appendix 3 – section 4.2.
- 2.4.2. Within the Annual Investment and Treasury Management Strategy 2023-24, there is an treasury investments counterparty list setting out the of time and monetary limits which the Council applies to its treasury investments. This policy framework item includes a Treasury Management Monetary Limit of £15.000m and a time limit of 1 year for the Norse Group. As a result of the increased cashflow demands within the group; as set out in Appendix 3 – section 4.2; a recommendation is being proposed to increase the Norse Group treasury management investment limit to £25.000m – as set out in Appendix 2 : paragraph 1.12. This revised limit is forecast to provide adequate headroom for the Norse Group's short-term borrowing and working capital requirements
- 2.4.3. Recommendation 9.2 proposes an amendment to the Annual Investment and Treasury Management Strategy 2023-24 as adopted by the Full Council in February 2023. As a policy framework item, any refresh or revision to the strategy would require both further full Council approval, as well as a pre-scrutiny process held in accordance with the procedures and guidance set out in part 11b of the NCC constitution. Cabinet is therefore asked to approve a governance route for recommendation 9 as set out below:

Date	Meeting
Monday 4 <sup>th</sup> September	<b>Cabinet</b> – endorsement of proposed amendments to the Annual Investment and Treasury Management Strategy 2023-24, and referral to Full Council via the Scrutiny Committee
Wednesday 20 <sup>th</sup> September	<b>Scrutiny Committee</b> – scrutiny of proposed amendments, with the committee receiving a full draft of the updated Investment and Treasury Management Strategy 2023-24, alongside a covering paper outlining key changes and associated implications.
Tuesday 26 <sup>th</sup> September	<b>Full Council</b> – the revised strategy to be put to Full Council for debate and approval. Full Council will also receive a report from the Scrutiny Committee detailing discussions and associated recommendations.

- 2.5. **Resolution of outstanding receivables and payables balances between NHS Norfolk and Waveney Integrated Care Board (ICB) and Norfolk County Council**
- 2.5.1. As part of being a health and care system, and being partners within an Integrated Care System, local NHS organisations and the Council have an intertwined financial relationship. Part of this relationship includes invoicing for financial arrangements we have in place, in particular with the Norfolk and Waveney Integrated Care Board (ICB). Appendix 5 sets out a proposed approach to

resolving outstanding receivables and payables balances between the two organisations.

### **3. Impact of the Proposal**

- 3.1. The impact of this report is primarily to demonstrate where the Council is anticipating financial pressures not forecast at the time of budget setting, including the implications of the cost-of-living crisis, inflation, and rising interest rates, together with a number of other key financial measures.
- 3.2. The additional proposals cover a range of financial matters which will support good governance and robust financial management.

### **4. Evidence and Reasons for Decision**

- 4.1. Four appendices are attached to this report giving details of the forecast revenue and capital financial outturn positions and the background information concerning the other recommendations included in this report:

**Appendix 1** summarises the revenue outturn position, including:

- Forecast over and under spends.
- Changes to the approved budget
- Reserves
- Savings

**Appendix 2** summarises the key working capital position, including:

- Treasury management
- Payment performance and debt recovery.

**Appendix 3** summarises the capital outturn position, and includes:

- Current and future capital programmes
- Capital programme funding
- Income from property sales and other capital receipts.

**Appendix 4** summarises the key points taken into consideration in the proposed resolution of outstanding receivables and payables between NHS Norfolk and Waveney Integrated Care Board (ICB) and the Council

- 4.2. Additional capital funds will enable services to invest in assets and infrastructure as described in Appendix 3 section 4.

### **5. Alternative Options**

- 5.1. To deliver a balanced budget, no viable alternative options have been identified to the recommendations in this report. In terms of financing the proposed capital expenditure, no further grant or revenue funding has been identified to fund the expenditure, apart from the funding noted in Appendix 3.

### **6. Financial Implications**

- 6.1. As stated above, the forecast revenue outturn for 2023-24 at the end of P4 is a **balanced budget** linked to a forecast 95% savings delivery. Forecast outturn for

service reserves and provisions is **£144.934m**, and the general balances forecast is **£25.410m**.

- 6.2. Where possible service pressures have been offset by underspends or the use of reserves. A narrative by service is given in Appendix 1.
- 6.3. The Council's capital programme is based on schemes approved by County Council in February 2023, including previously approved schemes brought forward and new schemes subsequently approved.
- 6.4. Other specific financial implications are set out throughout the report.

## **7. Resource Implications**

- 7.1. None, apart from financial information set out in these papers.

## **8. Other Implications**

### **8.1. Legal Implications**

In order to fulfil obligations placed on chief finance officers by section 114 of the Local Government Finance Act 1988, the Director of Strategic Finance continually monitors financial forecasts and outcomes to ensure resources (including sums borrowed) are available to meet annual expenditure.

### **8.2. Human Rights implications**

None identified.

### **8.3. Equality Impact Assessment**

In setting the 2023-24 budget, the council has undertaken public consultation and produced equality and rural impact assessments in relation to the 2023-24 Budget. An overall summary Equality and rural impact assessment report is included on page 341 of the Tuesday 21 February 2023 Norfolk County Council agenda. [CMIS > Meetings](#)

The Council maintains a dynamic [COVID-19 equality impact assessment](#) to inform decision making during the pandemic.

The Council's net revenue budget is unchanged at this point in the financial year and there are no additional equality and diversity implications arising out of this report.

### **8.4. Data Protection Impact Assessments (DPIA)**

DPIA is not required as the data reported in this paper does not drill down to the personal data level.

## **9. Risk Implications/Assessment**

- 9.1. Corporate risks continue to be assessed and reported on a quarterly basis to both Cabinet and the Audit Committee. The Council's key financial based corporate risk (RM002 - The potential risk of failure to manage significant reductions in local and national income streams) has been reviewed and refreshed in February 2023 to incorporate the 2023/24 budget and Medium-Term Financial Strategy 2023 - 2027 being set. Key risk mitigations include amongst others regular (monthly) financial reporting to Cabinet, working to the Medium-Term Financial Strategy and setting robust budgets within available resources.

- 9.2. Unlike many other parts of the public sector such as the NHS, local authorities are required by law to set a balanced budget. As part of their duties, the Director of Strategic Finance has a responsibility to report to members if it appears to him that the authority will not have sufficient resources to finance its expenditure for the financial year. The Director of Strategic Finance believes a balanced budget will be achieved in 2023-24.

## 10. Select Committee comments

- 10.1. None

## 11. Recommendation

- 11.1. Recommendations are set out in the introduction to this report.

## 12. Background Papers

- 12.1. Summary Equality and rural impact assessment [CMIS > Meetings](#) page 341

## Officer Contact

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

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## Appendix 1: 2023-24 Revenue Finance Monitoring Report Month 4

Report by the Director of Strategic Finance

### 1 Introduction

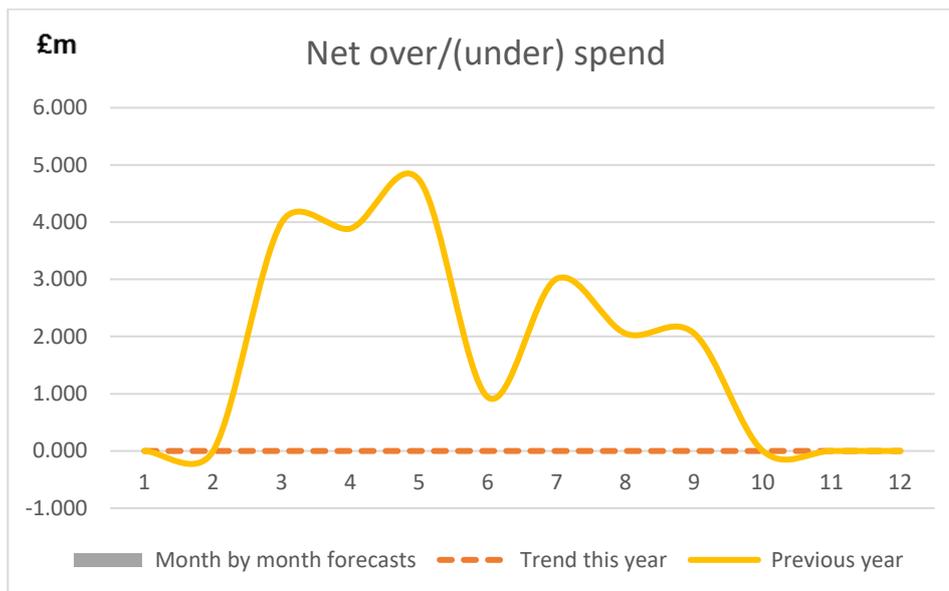
1.1 This report gives details of:

- the P4 monitoring position for the 2023-24 Revenue Budget
- additional financial information relating one-off funding, cost pressures and delivery of savings initiatives
- forecast General Balances and Reserves as at 31 March 2024 and
- other key information relating to the overall financial position of the Council.

### 2 Revenue outturn – over/(under)spends

2.1 **At the end of July 2023**, a balanced budget is forecast on a net budget of £493.707m.

Chart 1: forecast /actual revenue outturn 2023-24, month by month trend:



2.2 Executive Directors have responsibility for managing their budgets within the amounts approved by County Council. They have been charged with reviewing all their cost centres to ensure that, where an overspend is identified, action is taken to ensure that a balanced budget will be achieved over the course of the year.

2.3 Details of all under and overspends for each service are shown in detail in Revenue Annex 1 to this report, and are summarised in the following table:

**Table 1: 2023-24 forecast (under)/overspends by service**

Service	Revised Budget	Cost Pressures	(Under spends/ Savings)	Earmarked Reserves & Provisions Utilised	Net (under)/ overspend	%	R A G
	£m	£m	£m	£m	£m		
Adult Social Care	247.428	7.550	0	(7.550)	0	0%	G
Children's Services	232.500	0	0	0	0	0%	G
Community and Environmental Services	191.633	1.071	0	0	1.071	0.6%	G
Strategy and Transformation	25.988	0.840	(0.455)	(0.385)	0	0%	G
Finance	-203.841	0.368	(3.714)	2.275	(1.071)	0.5%	G
<b>Total</b>	<b>493.707</b>	<b>9.829</b>	<b>(4.169)</b>	<b>(5.660)</b>	<b>0</b>	<b>0%</b>	<b>G</b>

Notes:

- 1) the RAG ratings are subjective and account for the risk and both the relative (%) and absolute (£m) impact of overspends.
- 2) Planned use of Earmarked reserves and provisions set aside in 2022-23 in order to meet and fund additional pressures in 2023-24 are built into the revised budget. The table above highlights the use of reserves over and above the plan.

2.4 **Children's Services:** The early forecast outturn as at Period 4 (end of July 2023) continues to be a balanced position, presuming use of budgeted reserves. There remain indications of cost pressures within demand-led budgets, due to the nature of the services alongside the medium-term impact of Covid-19, increased levels of inflation since the budget was set, and challenging market forces that continue to exist outside of the Council's control (and seen nationally). These act as key cost drivers for both demand-led social care placements and home to school transport, particularly for those with special educational needs and disabilities. However, these pressures are currently manageable within the budgeted resources available to the department and will continue to be kept under close review.

2.5 The number of social care placements for looked after children is higher than budgeted due to a small rise towards the end of the last financial year after the budget was set, following stability throughout the earlier part of 2022-23. At present, the number of looked after children remains stable (small reduction) since the start of this financial year, though the average costs are experiencing some pressure due to a proportional increase in those placements exceeding £6k per week (for the most complex needs). Management action continues with the aim of minimising to the impact of these cost pressures upon the overall financial position of department with the intention of preventing an overspend from occurring. We will continue to keep these under careful review throughout the year.

2.6 Key financial drivers the service experiences are in line with those pressures experienced last financial year. The factors previously identified have not eased off and, in many cases, have continued to increase, with many elements being unpredictable in nature and close review will be maintained of these:

- Market forces, beyond the Council's control, are significantly impacting our ability to purchase the right placements at the right cost;

- An unhelpfully rigid approach from the regulator (Ofsted) - challenging care settings in a way which makes them unwilling to work with young people with complex needs or drives a demand for very large packages of additional support;
- An unprecedented worsening of emotional wellbeing and mental health amongst children, young people and parents;
- A significant rise in 'extra familial harm', including county lines and exploitation of young people;
- An underlying trend of increasing special educational needs and disabilities, including some children with complex disabilities surviving into later childhood as a result of medical advances;
- An additional strain on families as a result of the pandemic and hidden harm with families locked down together;
- The demand-led aspects of placement and transport provision for children with special needs;
- The shortage in housing available for post-18-year olds;
- Ongoing shortages of staff in key professional specialisms

Furthermore, the cost-of-living crisis is an additional factor that emerged during the last financial year, and it is currently unclear what impact this may have upon demand as well as our own workforce.

- 2.7 Children's Services continues to undertake a substantial transformation programme to both improve outcome for children and young people as well as delivering financial savings. With the aim of mitigating emerging pressures, management action is being taken within the department to reduce these risks where possible.
- 2.8 **Adult Social Services:** The forecast outturn as at Period 4 (end of July 2023) is a balanced position. With Adult Social Care (ASC) being a demand led service, the budget to provide it always operates under a degree of uncertainty. The ASC service has a significant savings and transformation agenda it is seeking to deliver this financial year. In addition, within its recovery programme there is a significant emphasis on reducing the backlogs that had developed during the pandemic. We are pleased to have seen reductions in a number of these areas, with particular success in reducing our interim care list from 700 to 60 people in the last 12 months. A critical element of the financial position for the department will be the continued effective management of this work and the financial outcomes that ensue.
- 2.9 As over 70% of the ASC budget is spent with independent providers, it is only right to acknowledge the continued financial risk the current economic conditions place on these care markets. Whilst the Council was able to invest £30m into the market as part of its 2023/24 fee uplift, the continued economic uncertainty may well have a destabilising impact on individual providers. We are now experiencing upward pressure on price, in particular, those care packages supporting people with a Learning Disability in Residential Care. We continue to work with our care providers and the Care Association to understand the steps required to provide sustainability and quality improvement, including our work on both the Market Position Statement and the Market Sustainability Plan.
- 2.10 The department continues to work with its partners in the Integrated Care System (ICS) to manage system pressures around hospital discharge both from acute hospital and the wider Transforming Care Programme. The ICS itself continues to operate in a challenging financial environment, with the Integrated Care Board (ICB) itself having to undertake a significant reduction in operating costs.

- 2.11 Both internally to the department, and within the wider care sector, availability of staff continues to be a challenge. Internally we have had more success recently in recruiting and retaining certain types of roles. Equally, a number of vacancies have been removed via the Strategic Review and therefore it is unlikely that the department will see the level of staff underspends that it has had in previous years. However, there are certain qualified roles that remain hard to fill at scale and therefore it is important we deliver on our longer term workforce plan.
- 2.12 Whilst recognising the uncertainties described above, the level of ASC departmental reserves to manage these risks in the short term remain strong. Longer term, the landscape of Social Care remains uncertain with elements of its reform delayed until at least October 2025. a newly introduced inspection/assurance regime, and no long term funding settlement.
- 2.13 **CES:** We are currently forecasting a £1.071m overspend position, this is wholly driven by the forecast overspend in Corporate Property related to utilities. Whilst significant inflationary uplifts were applied to the budgets for 2023-24 these were insufficient given the sustained price increases in both electricity and gas.
- 2.14 The other services within CES continue to be challenged by the level of inflation which places greater risk on achieving the budget across all services but particularly utilities and maintenance costs. We will continue to monitor this throughout the year and report the impacts once they become clearer.
- 2.15 Waste volumes at Recycling Centres and kerbside collections have been highly volatile over the last two years. The budget allows for an increase in waste volumes, we continue to monitor volumes closely and the long-term impacts on the budget.
- 2.16 Over the last two years we have seen significant pressures on income budgets due to the pandemic. We have addressed a number of risk areas through the MTFs; however, we will continue to monitor income budgets closely.
- 2.17 **Corporate services:** The Strategy and Transformation and Governance directorates are forecasting a balanced position making use of reserves.
- 2.18 **Finance:** Finance forecast for P4 is a £1.071m underspend. Forecast underspends are due to interest payable costs being £0.417m less than budgeted due to the timing of borrowing and sustained low interest rates on borrowing undertaken in 2022-23. The same higher interest rates and cash holdings has contributed to an increased interest receivable forecasted of £2.371m over budget for both treasury and non-treasury investments held. In addition, the Minimum Revenue Provision for 2023-24 is £0.926m lower planned due to Capital Programme slippage from 2022-23. This is offset by £0.368m of miscellaneous cost pressures. £2.275m will be added to the Business Risk Reserve.
- 2.19 Further details are given in Appendix 1: Revenue Annex 1.

### 3 Approved budget, changes and variations

3.1 The 2023-24 budget was agreed by Council on 21 February 2023 and is summarised by service in the Council's Budget Book 2023-24 (page 19) as follows:

**Table 2: 2023-24 original and revised net budget by service**

Service	Approved net base budget	Revised budget P4
	£m	£m
Adult Social Care	249.526	247.428
Children's Services	232.593	232.500
Community and Environmental Services	191.754	191.633
Strategy and Transformation	22.941	25.988
Finance	(203.107)	-203.841
<b>Total</b>	<b>493.707</b>	<b>493.707</b>

Note: this table may contain rounding differences.

3.2 It should be noted that there will be further budget changes as a result of the implementation of the Strategic Review and these will be completed as in-year 2023-24 budget adjustments as the implementation progresses. These adjustments do not change the overall County Council Budget for 2023-24 of £493.707m.

### 4 General balances and reserves

#### General balances

4.1 At its meeting on 21 February 2023, the County Council agreed a minimum level of general balances of £25.340m in 2023-24. The balance at 1 April 2023 was **£24.410m** following transfers of £0.570m from a contribution to General Balances and Finance General underspends at the end of 2022-23. The forecast for 31 March 2024 is **£25.410m**, taking into account the forecast balanced budget and a £1m contribution to general balances provided for in the 2023-24 budget.

#### Reserves and provisions 2023-24

4.2 The use of reserves anticipated at the time of budget setting was based on reserves balances anticipated in January 2023. Actual balances at the end of March 2023 were higher than planned, mainly as a result of grants being carried forward, including Safety Valve and COVID-19 grants and reserves use being deferred.

4.3 The 2023-24 budget was approved based on closing reserves and provisions (excluding DSG reserves) of £162.995m as at 31 March 2023. This, and the latest forecasts are as follows.

**Table 3: Reserves budgets and forecast reserves and provisions (excluding LMS/DSG)**

Reserves and provisions by service	Actual balances 1 April 2023	Increase in March 2023 balances after budget setting	2023-24 Budget book forecast 1 April 2023	Latest forecast balances 31 March 2024
	£m	£m	£m	£m
Adult Social Services	56.058	10.860	45.198	23.356
Children's Services (inc schools, excl LMS/DSG)	13.951	7.533	6.418	10.584
Community and Environmental Services	65.691	13.179	52.512	58.571
Strategy and Transformation	5.669	0.204	5.465	5.284
Finance	44.235	11.460	32.775	38.037
Schools LMS balances	16.078	-4.549	20.627	9.102
<b>Reserves and Provisions including LMS</b>	<b>201.682</b>	<b>38.687</b>	<b>162.995</b>	<b>144.934</b>
<b>DSG Reserve (negative)</b>	<b>(45.877)</b>	<b>27.736</b>	<b>(73.613)</b>	<b>(61.247)</b>

4.4 Covid grants and other grants and contributions brought forward at 31 March 2023 resulted in reserves and provisions being £38.687m higher than had been assumed at the time of budget setting. The majority of these reserves will be used to address planned service provision during 2023-24. The latest forecast net total for reserves and provisions at 31 March 2024 has decreased by £56.748m when compared with the opening balance at 1 April 2023, down to £144.934m. The bulk of the forecasted movement in reserves relates to the planned use of reserves to mitigate cost pressures in service areas. This forecast will adjust further through the year as services undertake mitigating actions and savings plans, bringing the forecast closer to the Budget Book forecast for 31 March 2024 of £119.518m.

4.5 **Dedicated Schools Grant (DSG):** The latest forecast DSG Reserve is based on the latest modelling of the Dedicated Schools Grant (DSG) Recovery Plan after the 2022-23 outturn and early data, including amendments for the timing of opening of new provision previously estimated. An in-year deficit of c. £26.870m is forecast, £1.721m above the budgeted deficit of £25.149m, which is partially offset by contributions from NCC and DfE in line with the Safety Valve agreement of (£5.5m) and (£6m) respectively. This will increase the DSG Reserve to £61.247m by 31 March 2024 due to the invest to save element of the plan that will deliver significant savings (and subsequently a balanced in-year budget) in future years. It should be noted that this is an early forecast before the new academic year in September when there can be significant changes to placements.

4.6 Compared to the budgeted deficit, the areas of most significant cost pressure continue to be independent school placements (due to the cost of new placements increasing above inflation estimates rather than the number of placements, which was lower in 2022-23 than anticipated in the management plan), post-16 provision where there was a significant increase in the number of pupils supported by the end of this academic year, and provision for children and young people who are unable to access school provision for a variety of reasons including medical needs (this area has seen a

significant increase since the covid-19 pandemic disruption to learning with many young people struggling to access mainstream provision as a result).

- 4.7 All elements of the DSG budget will continue to be kept under close review given the demand-led nature of these budgets. In addition, further work is underway to seek additional mitigations in year to minimise the additional pressures above the budgeted deficit.
- 4.8 Officers have also raised concerns about the imbalance in the market with representatives of the DfE and requested support regarding regulation, to better support the control of costs and improving the outcomes for children and young people within these placements.
- 4.9 Despite the pandemic, significant work by NCC, Norfolk Schools Forum and the wider system continues to take place as part of the Children's Services Transformation Programme both to ensure that the right specialist provision is in the right place to meet needs (i.e. the capital investment), whilst also progressing work to transform how the whole system supports additional needs within mainstream provision.
- 4.10 NCC reports the forecast position each term to the Norfolk Schools Forum, in line with DfE expectations and feedback from the Forum continues to be sought. In addition, NCC will report tri-annually to the DfE in relation to progress with the Local First Inclusion programme, with the first report having been submitted in June 2023.
- 4.11 **Provisions included in the table above**

The table above includes forecast provisions of £32.235m comprising:

- £11.708m insurance provision,
- £12.818m landfill provision (this provision is not cash backed),
- £5.841m provisions for bad debts,
- £1.639m business rates appeals provision, and
- £0.229m - a small number of payroll related provisions.

## 5 New/Confirmed Funding

- 5.1 **Supported Accommodation Reforms:** On 28 April 2023 the government introduced new requirements for providers of supported accommodation for looked after children and care leavers aged 16 and 17. This new legislation will require all providers of supported accommodation to be registered and regulated by OFSTED from 28 October 2023. The Minister of State for Education announced an extra £14.550m funding to support local authorities in delivering these new requirements. Norfolk County Council's share of this funding is £0.787m, to be received in 4 quarterly instalments of £0.196m.
- 5.2 **Sustainability and Improvement Fund:** On 28 July 2023 the Minister of State for Care announced the [allocation for the Market Sustainability and Improvement Fund](#) which provides additional support to local authorities to make tangible improvements to Adult Social Care to increase the social care capacity and retention of workforce to reduce waiting times and increase fee rates paid to social care providers. Norfolk County Council's share of this funding is £6.355m. Additional funding is also anticipated for 2024-25 and will be reflected in the budget process. Recommendations about the deployment of this funding in 2023-24 will be presented to a future meeting of Cabinet, once proposals have been fully developed.

## 6 Budget savings 2023-24 summary

- 6.1 In setting its 2023-24 Budget, the County Council agreed net savings of £59.703m. Details of all budgeted savings can be found in the 2023-24 Budget Book. A summary of the total savings forecast to be delivered is provided in this section.
- 6.2 The latest monitoring reflects total forecast savings delivery of £56.858m at year end.
- 6.3 The forecast savings delivery is anticipated as shown in the table below:

**Table 4: Analysis of 2023-24 savings forecast**

	Adult Social Services	Children's Services	Community and Environmental Services	Strategy and Transformation	Finance	Total
	£m	£m	£m	£m	£m	£m
Budget savings	28.040	12.517	10.904	2.542	5.700	<b>59.703</b>
Period 4 forecast savings	25.540	12.462	10.614	2.542	5.700	<b>56.858</b>
Savings shortfall (net)	2.500	0.055	0.290	0.000	0.000	<b>2.845</b>

### Commentary on savings risk areas

- 6.4 The forecast savings for 2023-24 as at July 2023 is £56.858m against a budgeted savings target of £59.703m. A shortfall of £2.500m has been reported in Adult Social Services, £0.055m in Children's Services and £0.290m in Community and Environmental Services. Some saving programmes have highlighted risk areas which will need to be kept under review. Any updates to the forecast delivery of savings will be included in future monitoring to Cabinet.

### Adult Social Services

- 6.5 Adult Social Services has a significant £28.040m savings target in 2023/24 comprising additional benefits from existing savings initiatives such as the Connecting Communities Programme (ASS030), delivering market utilisation efficiencies through contract performance management (ASS031), continued implementation of the Learning Disabilities transformation programme (ASS032), ongoing benefits from use of Assistive Technology and substantial further use of reserves.
- 6.5 Our major departmental transformation Programme "Connecting Communities" continues to work at pace to embed the new ways of working across the service and to ensure that the benefits are sustainable.
- 6.7 As flagged in previous monitoring reports, it is now necessary to identify an element of forecast non delivery for 23/24 within the Adults Savings Programme.

### Nurse Care

Our Norse Care contract has had a multi-year savings target to deliver a wholesale transformation of the offer and ensure it is fit for the future types of demand we expect to face. Due to significant delay to the transformation programme it won't be possible for recurrent savings to be achieved this year. The service is working towards one off partial mitigations but a £1m shortfall in savings delivery is now being forecast for 23/24.

### **Physical Disability Service**

It is also now very unlikely that the £1.5m savings associated with the Physical Disability service are to be achieved this year. This is in part due to the delay of the creation of an 18-65 operational service which would have provided increased resource in this area. At the same time, we have seen an adverse underlying movement in cost due to increased numbers of people requiring our support and increased unit costs of care packages. A recovery plan is being put in place in order to try to bring down the overspend as much as possible.

As Adults is still declaring a break-even position overall at P4, these shortfalls have been able to be mitigated at present by other means within the Adults budget.

### **Children's Services**

- 6.10 At this early stage it is anticipated that all budgeted savings within Children's Services will be delivered in 2023-24 except for S2324CS035 Post 16 transport: remove option to pay a daily fare (currently only available on local buses which charge fares) £0.055m saving which will no longer be delivered.
- 6.11 The forecast assumes that remainder of the savings will be delivered during the remainder of the financial year; significant deviation from these plans could result in an overspend forecast. Therefore, expected delivery of savings will continue to be kept under close review.

### **Community and Environmental Services**

- 6.12 At this early stage it is anticipated, unless stated separately, all budgeted savings within Community and Environmental Services will be delivered in 2023-24. One of the savings (S2324FCS021) relates to further income from commercialisation of property assets including County Hall. Given the new tenants were not utilising the space from 1 April there will be an estimated shortfall against the saving in 2023-24 of £0.190m due to rent not being charged for the full year.
- 6.13 An increased income target had been applied to Adult Learning over the past two years linked to the development of a creative hub at the Wensum Lodge site. This project is not progressing as it is no longer viable, and as the service will also be withdrawing from the site, the 2023-24 saving of £0.100m is no longer achievable (S2021CES001).

### **2024-25 to 2026-27 savings**

- 6.14 Budget setting in 2023-24 saw the approval of further investment in essential services through both the removal of previously planned savings and the recognition of cost pressures. As such, the savings plan assumes an increase in budget of £6.197m for 2024-25 followed by savings of £0.669m for 2025-26 and £2.285m savings in 2026-27.

The deliverability of these savings, including any 2023-24 savings that are permanently undeliverable, will be considered as part of the budget setting process for 2024-28.

## Revenue Annex 1

### Forecast revenue outturn

#### Revenue outturn by service

The forecast net balanced budget is a result of a range of underlying forecast over and underspends which are listed below.

#### Revenue budget outturn by service – detail

	Revised Budget	Overspend	Under spend	Forecast net spend
		£m	£m	
<b>Adult Social Services</b>				
Purchase of Care		4.137		
Director of Commissioning		0.968		
Director of Community Health & Social Care		1.736		
Director of Community Social Work		0.698		
Director of Strategy & Transformation		0.011		
Public Health		0		
Management, Finance & HR			(7.550)	
<b>Net total</b>	<b>247.428</b>	<b>7.550</b>	<b>(7.550)</b>	<b>247.428</b>
<b>Children's Services</b>				
<b>Net total</b>	<b>232.500</b>		<b>0</b>	<b>232.500</b>
<b>Community and Environmental Services</b>				
Corporate Property Utilities inflation cost pressure		1.071		
<b>Net total</b>	<b>191.633</b>	<b>1.071</b>	<b>0</b>	<b>192.977</b>
<b>Strategy and Transformation</b>				
Net overspends		0.385		
Use of reserves			(0.385)	
<b>Net Total</b>	<b>25.988</b>	<b>0.385</b>	<b>(0.385)</b>	<b>24.087</b>
<b>Finance</b>				
Interest Payable – savings secured on borrowing undertaken in 22-23 at lower interest rates			(0.417)	
Minimum Revenue Provision – 22-23 capital slippage			(0.926)	
Interest Receivable			(2.371)	
Miscellaneous cost pressures and underspends		0.368		
Increase in Business Risk Reserves		2.275		
		2.643	(3.714)	
<b>Net total</b>	<b>(203.841)</b>		<b>(1.071)</b>	<b>-204.912</b>
<b>TOTAL</b>	<b>493.707</b>			<b>493.707</b>

#### Revenue Annex 2 – Dedicated Schools Grant Reserve

<b><i>Dedicated schools grant</i></b>	<b>Reserve as at 31 Mar 23 (A)</b>	<b>Budgeted Reserve as at 31 Mar 23</b>	<b>Forecast (Over) / underspend (B)</b>	<b>Forecast Reserve as at 31 Mar 24 (A)+(B)</b>
High Needs Block			(26.870)	
DfE Safety Valve funding			6.000	
NCC Safety Valve contribution			5.500	
<b>Increase in net deficit to be carried forward</b>				
<b>Forecast (over) / under spend</b>			<b>(15.370)</b>	
<b>Net deficit (DSG Reserve)*</b>	<b>(45.877)</b>	<b>(73.613)</b>		<b>(61.247)</b>

\*The Budget Reserve of (£73.613m) was set before the Safety Valve Agreement was confirmed and therefore does not include the £28m received from the Department for Education in March 2023.

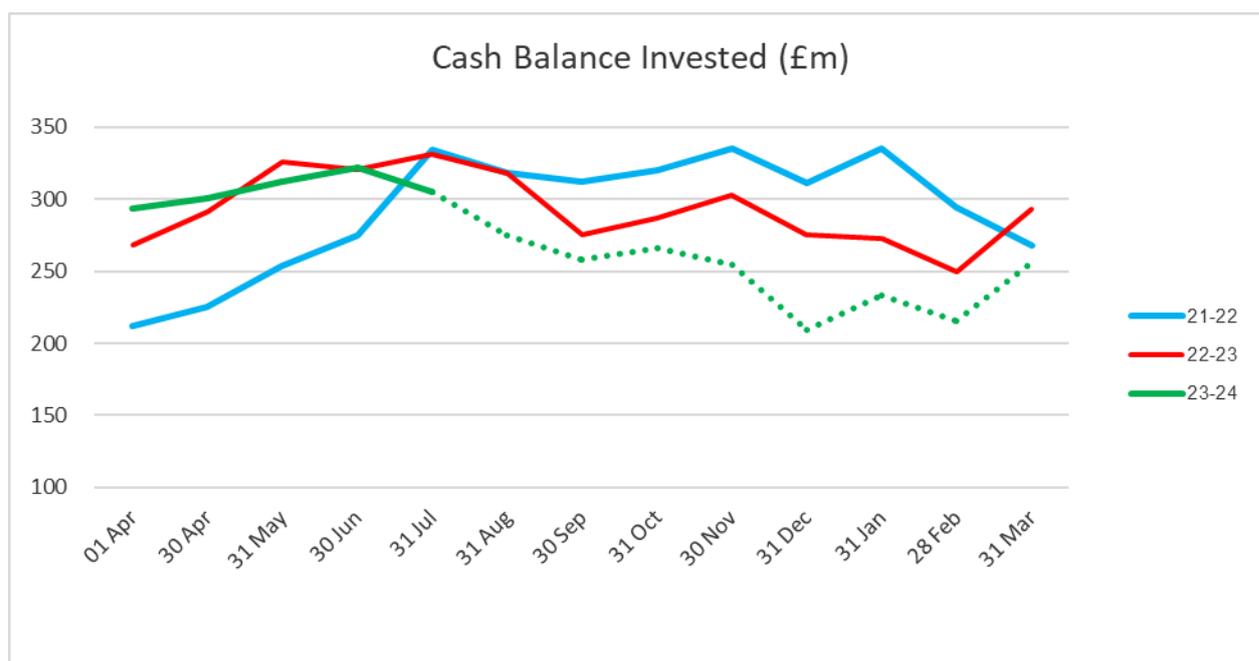
## Appendix 2: 2023-24 Balance Sheet Finance Monitoring Report Month 4

Report by the Director of Strategic Finance

### 1 Treasury management summary

1.1 The corporate treasury management function ensures the efficient management of all the authority's cash balances. The graph below shows the level of cash balances over the last two financial years to 31<sup>st</sup> March, and projections to March 2024.

**Chart 2: Treasury Cash Balances**



- 1.2 The Council's Treasury Strategy assumes that £65m may be borrowed in 2023-24 to fund capital expenditure in year. The forecast cash flow above assumes that this amount will be borrowed over the course of the financial year, resulting in a closing cash balance of approximately £256m. If, in order to minimise the cost of carrying unnecessary borrowing, no borrowing were to take place before 31 March 2024, then the projected year-end cash balances will be approximately £191m.
- 1.3 The Council has healthy cash balances for the immediate future with cash balances of £305.483m as at the end of July 2023. The P4 forecast of Interest receivable from treasury investments held by the Council is £2.883m; which is a £1.842m saving against the revenue budget. The interest receivable from non-treasury investments and capital loans is forecast at £2.353m which is a £0.539m saving.
- 1.4 PWLB and commercial borrowing for capital purposes was £842.455m at the end of July 2023. The associated annual interest payable on existing borrowing is £30.720m.
- 1.5 The forecast interest payable for 2023-24 for P4 is for a £0.417m saving against budget assuming the £65m planned borrowing takes place during Q3-Q4 in 2023-24.

- 1.6 In accordance with the guidance set out in the Prudential Code 2021 (139) and the Treasury Management Code 2021(1.6), the Council sets out its current and full year forecast Prudential and Treasury Management Indicators in Table 1 below.

Table 1: CFR and Net Borrowing Indicators

Prudential and treasury indicators	31.07.23 Actual - YTD £m	2023/24 TM Strategy £m	31.3.24 Forecast £m
Capital expenditure	70.886	251.054	223.249
Capital Financing Requirement:	(see forecast)	1,029.268	1,028.718
Gross borrowing	888.942	975.118	954.168
External debt	842.455	935.045	894.333
Investments	<b>325.958</b>	<b>218.203</b>	<b>256.000</b>
Net borrowing	562.985	756.915	698.168

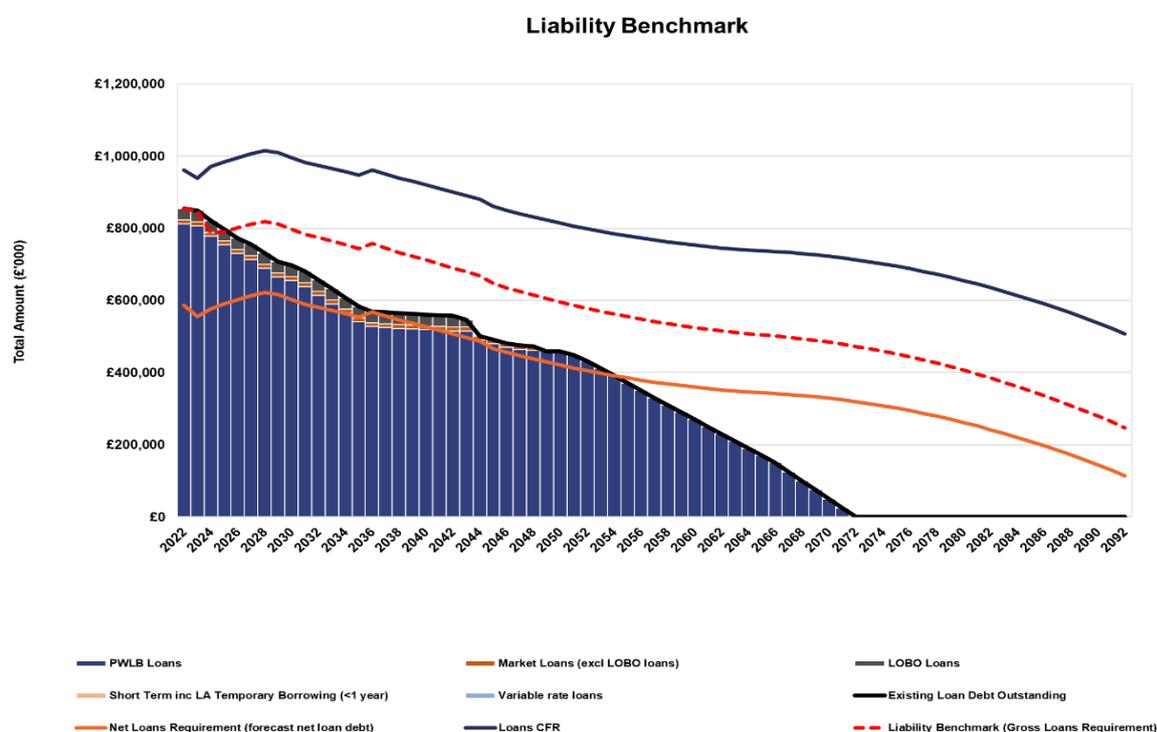
- 1.7 To date the Council has not increased its PWLB borrowing and has repaid £6.461m of its external debt. As such the P4 Gross Borrowing and External Debt balances are below the 23-24 TM strategy estimates set out in Table 2:

Table 2

Prudential Indicator 2023/24	P4 2023-24 £m	2023-24 Strategy £m	Forecast 2023-24 £m
Authorised Limit		1082.735	
Maximum Gross Borrowing position during the year	894.171	934.618	895.510
Operational Boundary		1029.268	1,028.718
Average Gross Borrowing position	844.329	855.437	843.071
Financing Costs as a proportion of net revenue stream (£788.209)		9.12%	8.16%
Capital Financing Requirement		1,029.268	1,028.718

- 1.8 The forecast Prudential Indicators in Table 2 takes into account the P4 Capital Programme including the £18.742m additional borrowing required for 2023-24, The forecast assumes that the reprofiling existing projects in line with historical Capital Programme trends will bring the borrowing requirement down to the £65m borrowing limit set out in the Treasury Management Strategy. Service Managers are actively working on rephasing their capital projects out to the future 2024-2028 to close this gap and stay within the Operational Boundary Limit of £1,029.268m.
- 1.9 The Liability Benchmark (LB) as set out in Chart 3 is a new prudential indicator for 2023/24. As noted in the Treasury Management Strategy for 2023-24, this prudential indicator will be reported to Cabinet at the end of each quarter.
- 1.10 The Authority is required to estimate and measure the LB for the forthcoming financial year and the following two financial years, as a minimum. The LB below remains consistent with the TM strategy as the Prudential Indicators Forecast in Table 2 remains below the TM limits.

Chart 3: Liability Benchmark



1.11 There are four components to the LB: -

- Existing loan debt outstanding: the Authority's existing loans that are still outstanding in future years.
- Loans CFR: this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP.
- Net loans requirement: this will show the Authority's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast.

- Liability benchmark (or gross loans requirement): this equals net loans requirement plus short-term liquidity allowance.

1.12 In accordance with recommendation 9 in the report above and set out in Appendix 3 – paragraph 4.2 below; the Director of Strategic Finance proposes that Cabinet recommend to Full Council the following policy framework amendment, which requires full Council approval and pre-scrutiny process as set out in the timetable referred to in section 2.4.3 of this report. This recommendation proposes to increase the Treasury Management Investment counterparty limit for the Norse Group to £25.000m. This revised limit is forecast to provide adequate headroom for the Group’s short-term working capital requirements. This recommendation will change Appendix 4 of the Investment and Treasury Management Strategy for 2023-24 as set out below:

#### Revised Appendix 4: Time and monetary limits applying to investments

The time and monetary limits for institutions on the Council’s counterparty list are as follows (these will cover both specified and non-specified investments):

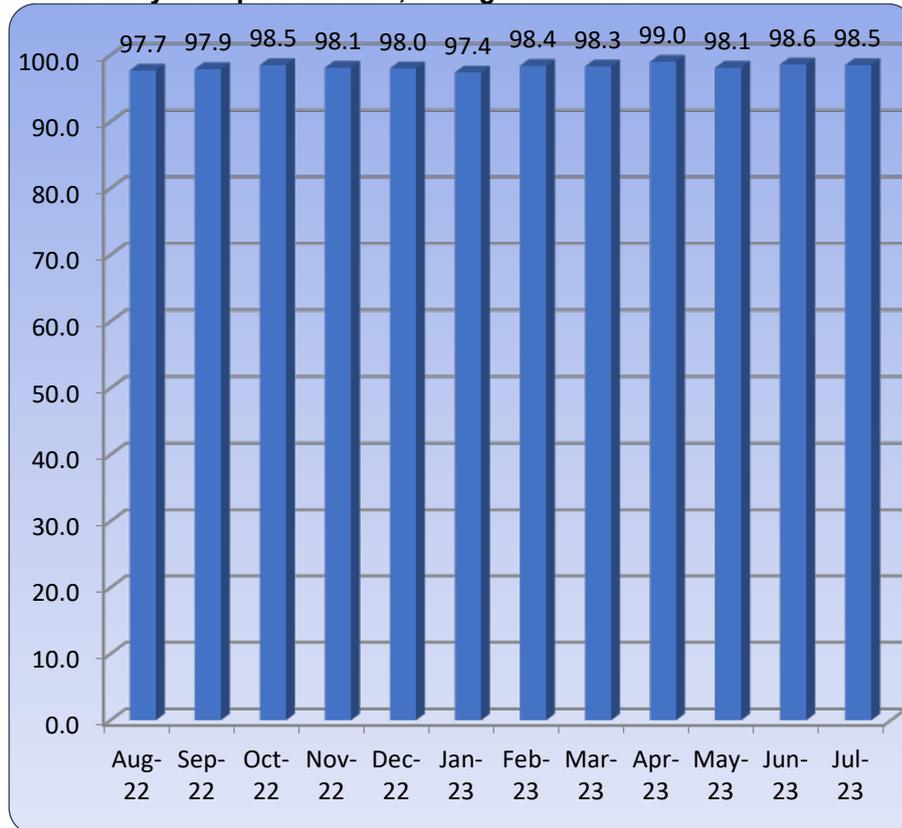
COUNTERPARTY	NCC LENDING LIMIT (£m)	OTHER BODIES LENDING LIMIT (£m)	TIME LIMIT
<b>UK Banks</b>	£60m	£30m	<b>Up to 3 Years</b> (see notes below)
<b>Non-UK Banks</b>	£30m	£20m	<b>1 Year</b>
<b>Royal Bank of Scotland / Nat. West. Group</b>	£60m	£30m	<b>2 Years</b>
<b>Building Societies</b>	£30m	£20m	<b>1 Year</b>
<b>MMFs – CNAV</b>	£60m (per Fund)	£30m (per Fund)	<b>Instant Access</b>
<b>MMFs – LNAV</b>			<b>Instant Access</b>
<b>MMFs – VNAV</b>			<b>Instant Access</b>
<b>Debt Management Account Deposit Facility</b>	Unlimited	Unlimited	<b>6 Months (being max period available)</b>
<b>Sterling Treasury Bills</b>	Unlimited	Unlimited	<b>6 Months (being max period available)</b>
<b>Local Authorities</b>	Unlimited (individual authority limit £20m)	Unlimited (individual authority limit £10m)	<b>3 Years</b>
<b>The Norse Group</b>	£25m [ <i>previously £15m</i> ]	Nil	<b>1 Year</b>
<b>Hethel Innovation Limited</b>	£1.25m	Nil	<b>1 Year</b>
<b>Repton Property Developments Limited</b>	£1.0m	Nil	<b>1 Year</b>
<b>Independence Matters CIC</b>	£1.0m	Nil	<b>1 Year</b>
<b>Property Funds</b>	£10m in total	Nil	<b>Not fixed</b>
<b>Ultra short dated bond funds</b>	£5m in total	Nil	<b>3 years</b>
<b>Corporate bonds</b>	£5m in total	Nil	<b>3 years</b>
<b>Corporate bond funds</b>	£5m in total	Nil	<b>3 years</b>
<b>UK Government Gilts / Gilt Funds</b>	£5m in total	Nil	<b>3 years</b>

The [Annual Investment and Treasury Management Policy approved as part of 2023-24 budget-setting by Full Council in February 2023](#) includes the previous Appendix 4 of the Treasury Management Strategy for 2023-24 along with the notes to the table above.

## 2 Payment performance

2.1 This chart shows the percentage of invoices that were paid by the authority within 30 days of such invoices being received. Some 470,000 invoices are paid annually. 98.5% were paid on time in July 23 against a target of 98%. The percentage has returned to above the target of 98% in the last 6 months.

**Chart 3: Payment performance, rolling 12 months**



Note: The figures include an allowance for disputes/exclusions.

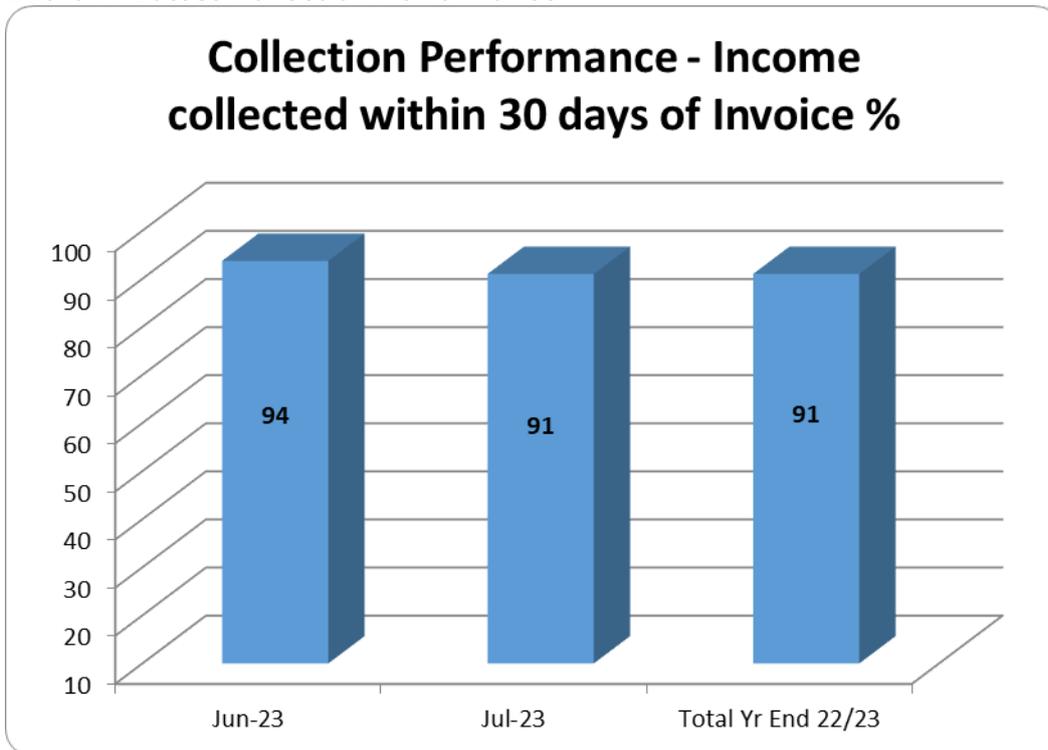
### 3 Debt recovery

3.1 **Introduction:** In 2022-23 the County Council raised over 126935 invoices for statutory and non-statutory services. These invoices totalled in excess of £1.197bn. Through 2022-23 91.2% of all invoiced income was collected within 30 days of issuing an invoice, with 98% collected within 180 days.

#### Debt collection performance measures – latest available data

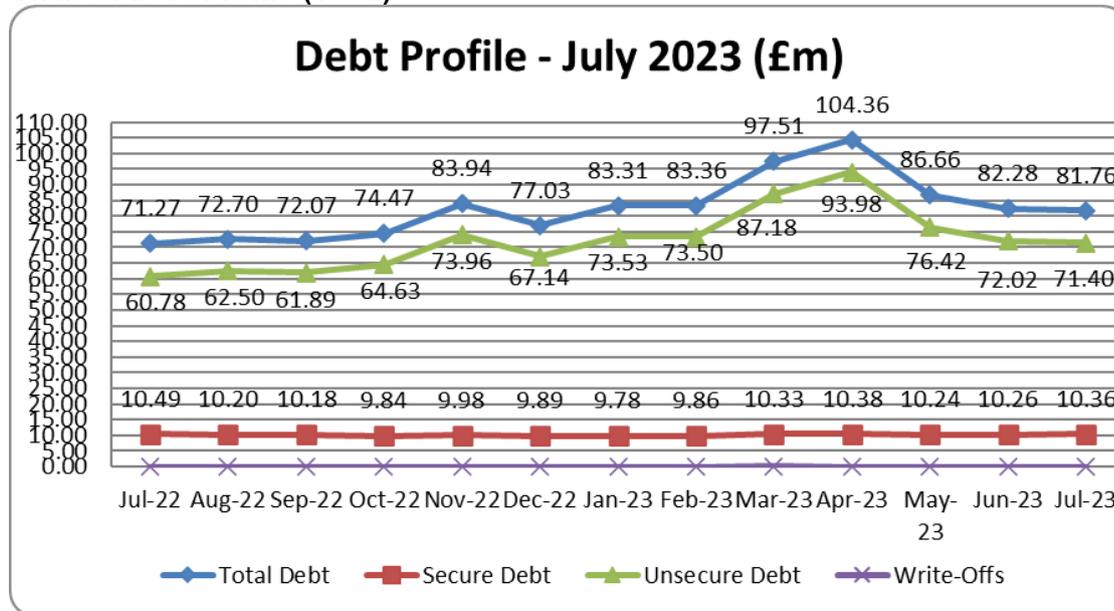
3.2 The proportion of invoiced income collected within 30 days for invoices raised in the previous month – measured by value – was 91% in July 23.

Chart 4 : Latest Collection Performance



3.3 The value of outstanding debt is continuously monitored, and recovery procedures are in place to ensure that action is taken to recover all money due to Norfolk County Council. The level of debt is shown in the following graph:

Chart 5: Debt Profile (Total)



- 3.4 The overall level of unsecure debt decreased by £0.62m in July 2023. Of the £71.4m unsecure debt at the end of July 23; £13.45m is under 30 days, £1.80m has been referred to NPLaw, £1.1m is being paid off by regular instalments and £11.85m is awaiting estate finalisation. The largest area of unsecure debt relates to charges for social care, £54.85m, of which £7.57m is under 30 days and £15.8m is debt with the Norfolk and Waveney ICB (formerly Norfolk CCG's) for shared care, Better Care Pooled Fund, continuing care and free nursing care. The overall debt with the ICB has decreased by £2.38m in July 2023. The Council has been in discussions with the ICB to resolve the oldest debts and there is a recommendation to Cabinet on the resolution of £8.371m of the oldest balances in Appendix 5.
- 3.5 Secured debts amount to £10.26m at 31 July 2023. Within this total £3.82m relates to estate finalisation where the client has died, and the estate is in the hands of the executors.
- 3.6 **Debt write-offs:** In accordance with Financial Regulations and Financial Procedures, Cabinet is required to approve the write-off of debts over £10,000. The Director of Strategic Finance approves the write-off of all debts up to £10,000.
- 3.7 Service departments are responsible for funding their debt write-offs. Before writing off any debt all appropriate credit control procedures are followed.
- 3.8 For the period 1 April 2023 to 31<sup>st</sup> July 2023, 107 debts less than £10,000 were approved to be written off following approval from the Director of Strategic Finance. These debts totalled £12,319.26.

# Norfolk County Council Finance Monitoring Report 2023-24

## Appendix 3: 2023-24 Capital Finance Monitoring Report

### Report by the Director of Strategic Finance

#### 1 Capital Programme 2023-27+

- 1.1 On 21 February 2023, the County Council agreed a 2023-24 capital programme of £351.054m with a further £605.917m allocated to future years', giving a total of £956.971m. This was based on a forecast outturn for 2022-23 of £283.583m
- 1.2 The Capital Programme was increased by £62.938m in March 2023 following the receipt of various sources of external funding. The bulk of this additional funding was reprofiled into 2023-24 leaving a reported Capital Outturn of £217.273m for 2022-23 as reported to Cabinet on 5 June 2023.
- 1.3 £125.940m was moved from 2022-23 into 2023-24 and future years resulting in an overall capital programme at 1 April 2023 of £1,085.104m. This prompted a review of the capital programme – Review Round 1 to address the viability of delivering a £462.690m capital programme in 2023-24. Further in-year adjustments have resulted in the capital programme shown below:

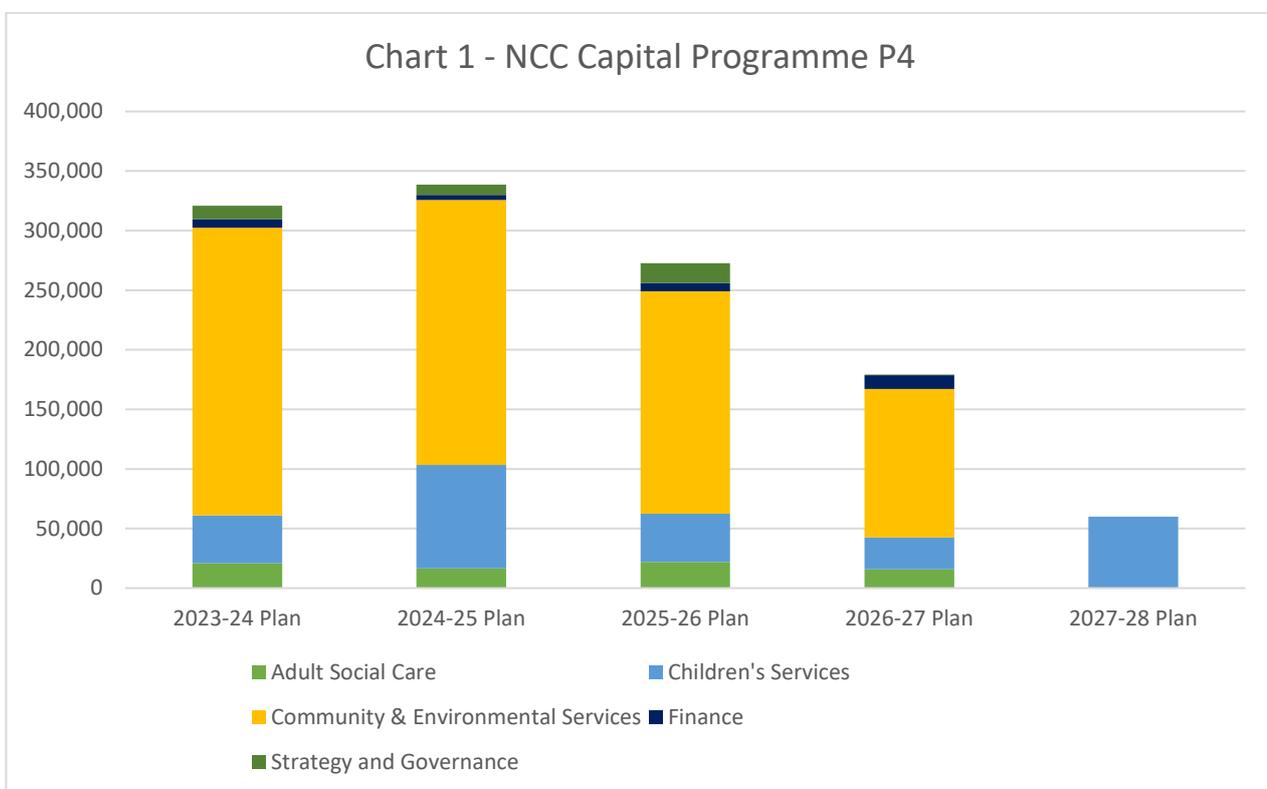
**Table 1: Capital Programme budget**

	<b>2023-24 budget</b>	<b>Future years</b>
	<b>£m</b>	<b>£m</b>
Uplifts to existing schemes approved in February 2023	1.219	4.548
New schemes approved in February 2023	13.685	20.737
Previously approved schemes brought forward	336.150	580.632
<b>Totals in 2022-27+ Budget Book (total £956.971m)</b>	<b>351.054</b>	<b>605.917</b>
Schemes re-profiled after budget setting (£125.940m)	109.443	16.497
New schemes approved after budget setting including new grants received	2.193	
<b>Revised opening capital programme (total £1,085.104m)</b>	<b>462.690</b>	<b>622.414</b>
Net Re-profiling since start of year	-167.077	167.077
Other movements including new grants and approved schemes	25.408	60.715
<b>Total capital programme budgets (total £1,171.228m)</b>	<b>321.021</b>	<b>850.207</b>

*Note: this table and the tables below contain rounding differences*

- 1.4 The P4 review of capital schemes takes into account the progress to date and as a result, £4.502m has been brought forward from future years into 2023-24, resulting in a net reprofiling total from 2023-24 into future years of £167.077m. The review also adjusted for changes in NCC borrowing required and updates for grant funded projects resulting in a net increase of £90.724m, made up of the following changes:

- £26.474m King’s Lynn Sustainable Transport and Regeneration Scheme (STARS) supported by £24.480m external funding and £1.994m NCC Borrowing recommended at Cabinet on 3 July 2023 and approved at Full Council on 18 July 2023
- £16.7m Corporate Property Retrofitting Plan recommended at the 5 June 2023 Cabinet meeting and approved at Full Council on 18 July 2023
- £1.8m external funding allocated to the Estates Decarbonisation programme
- £1.250m uplift to the flexible use of capital receipts to fund the Adult Social Care Transformation programme, bringing the total ASC Transformation Programme funded through capital receipts to £2.250m
- £0.139m DEFRA funding received for the eCargo Bike Library scheme
- £44.452m DfT funding allocated to various Highways improvement and maintenance schemes including £4.6m for the West Winch Bypass, £3.5m for the Norwich Heartsease Fiveways Junction, £3m for the Costessey – Bowthorpe Mobility Hub. Further details of the various Highways projects budgets impacted are listed in Appendix A.
- (£0.092m) net reduction in various other schemes

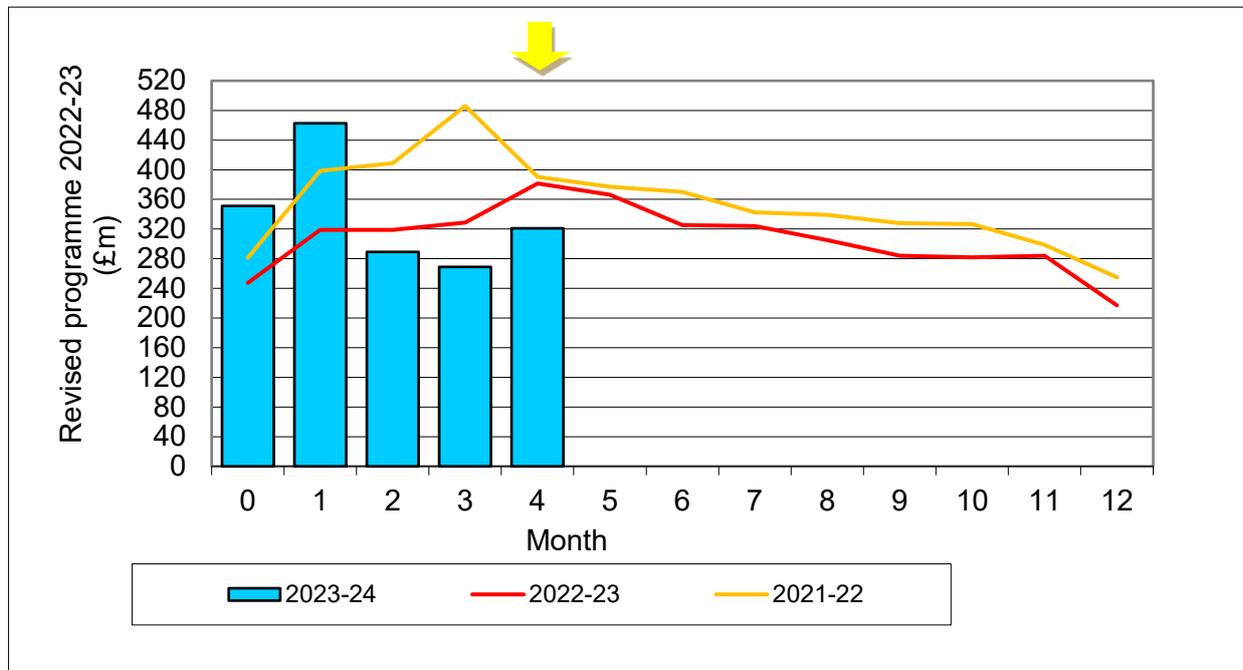


- 1.5 Chart 1 shows that whilst significant reprofiling has taken place in P4 to address the "spike" in 2024-25 budgets there is further reprofiling required to bring the 2023-24 and 2024-25 capital programmes back down to a sustainable run rate of around £260m per annum. The Council is undertaking Capital Review Round 2 in P5 to improve the accuracy of the phasing of capital projects.
- 1.6 The Capital Programme will also be updated for notifications of capital grant funding. The Council will adjust the profile of capital expenditure funded from NCC borrowing accordingly to accommodate the grant funded projects in the current year.
- 1.7 The full impact of Capital Review Board’s scrutiny of schemes in the capital programme will be reflected in Capital Monthly Reporting to cabinet in future months.

## Changes to the Capital Programme

- 1.8 The following chart shows changes to the 2023-24 capital programme through the year. The current year capital programme is following the same trend of building up in the first half of the year as the Council receives notification of central government capital grants and then gradually settles down to a sustainable delivery level as projects are fled and reprofiled as schemes develop.

Chart 2: Current year capital programme through 2023-24



- 1.9 Month "0" shows the 2023-24 capital programme at the time of budget approval, with schemes reprofiled from the prior year after budget setting shown in month 1, followed by the most up to date programme. The current year programme will change as additional funding is secured, and when schemes are re-profiled to future years as timing becomes more certain.
- 1.10 The P4 Capital Programme of £321.021m is approximately £85m higher than the capital programme delivered in the last two years (£217.0m – 22-23 and £254.87m – 21-22). Therefore, we can expect a similar trend of reprofiling to occur in 2023-24
- 1.11 In P4 the Council departments continued its review to identify any reprofiling due and to release any budgets that are no longer deemed to be economically viable given the current climate of rising interest rates. This resulted in £11.997m being released from 2023-24 reprofiled into future years.
- 1.12 Following the Strategic Review restructure of services, the capital projects have been moved into their new service areas. The opening programme has been restated to reflect the new structure. The current year's capital budget is as follows:

**Table 2: Service capital budgets and movements 2023-24**

Service	Previous reported Current Year Budget	Reprofiling since previous report	Other Changes since previous report	2023-24 latest Capital Budget
	£m	£m	£m	£m
Adult Social Care	21.358	-1.806	1.250	20.802
Children's Services	52.968	-12.700	0.000	40.268
Community & Environmental Services	175.943	19.008	46.448	241.398
Finance	7.092	0.000	0.000	7.092
Strategy & Transformation	11.460	0.000	0.000	11.460
<b>Total</b>	<b>268.821</b>	<b>4.502</b>	<b>47.698</b>	<b>321.021</b>

*Note: this table may contain rounding differences.*

1.13 The revised programme for future years (2023-24 to 2026-27) is as follows:

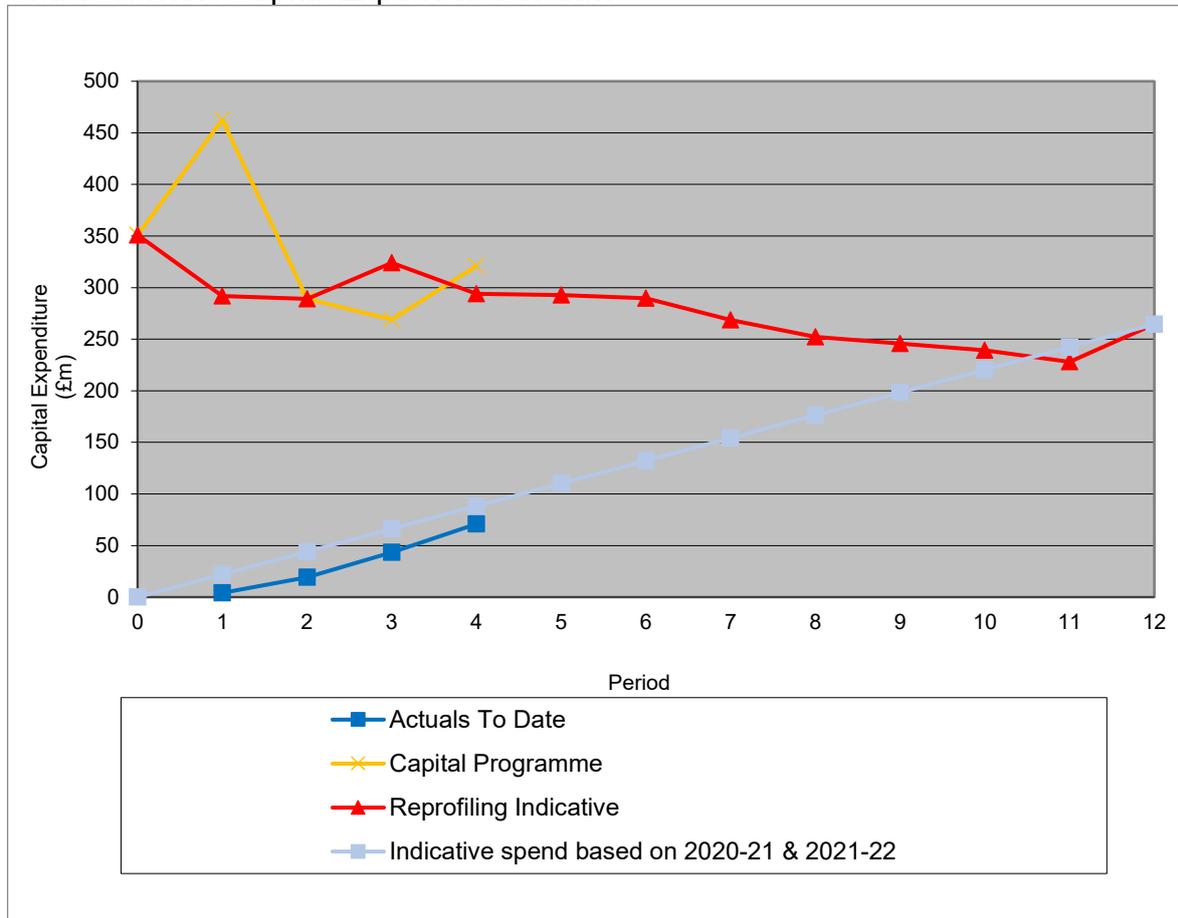
**Table 3: Capital programme future years 2022+**

Service	Previously reported future programme	Reprofiling since previous report	Other Changes since previous report	2022+ Future Capital Budget
	£m	£m	£m	£m
Adult Social Care	52.552	1.806	0.000	54.359
Children's Services	201.256	12.700	0.000	213.956
Community & Environmental Services	509.684	-19.008	43.027	533.703
Finance	22.543	0.000	0.000	22.543
Strategy & Transformation	25.646	0.000	0.000	25.646
<b>Total</b>	<b>811.682</b>	<b>-4.502</b>	<b>43.027</b>	<b>850.207</b>

*Note: this table contains rounding differences*

1.14 Chart 3 below shows the movement on the current year capital budget and year to date capital expenditure:

Chart 3: Actual Capital Expenditure to date



1.15 The graph shows that actual year to date capital spend is ahead of the opening forecast, which was based on the opening capital programme and an indicative calculation based on previous years' expenditure. It also shows that expected reprofiling of budgets to future years as the progress on projects becomes clearer. As a result, capital expenditure 23-24 forecast at P4 is £264.521m.

1.16 Whilst the forecast takes into account the historical tendencies for capital slippage, it does not reflect recent inflationary cost pressures in the costs of construction. We are also currently seeing high levels of inflation on the cost of construction schemes, particularly in the Castle Keep refurbishment project and the major Highways projects. The Council will continue to monitor this risk and review the potential pressures on the capital programme. The impact of cost pressures on the capital programme forecast will be picked up as part of the regular capital monitoring process.

## 2 Financing the capital programme

2.1 Funding for the capital programme comes primarily from grants and contributions provided by central government and prudential borrowing. These are supplemented by capital receipts, developer contributions, and contributions from revenue budgets and reserves.

**Table 4: Financing of the capital programme**

<b>Funding stream</b>	<b>2023-24 Programme</b>	<b>Future Years Forecast</b>
	<b>£m</b>	<b>£m</b>
Prudential Borrowing	97.388	379.643
Use of Capital Receipts (see note 2.2)	22.250	0.000
Revenue & Reserves	1.072	0.000
<i>Grants and Contributions:</i>		
DfE	28.067	70.253
DfT	133.817	360.228
DoH	9.158	0.190
DLUHC	0.000	0.000
DCMS	0.000	0.000
DEFRA	0.139	0.000
Developer Contributions	10.377	25.519
Other Local Authorities	2.730	0.788
Local Enterprise Partnership	0.002	0.000
Community Infrastructure Levy	2.460	1.649
National Lottery	3.039	0.000
Academies	0.166	0.000
Commercial Contributions	0.000	0.000
Business rates pool fund	0.000	0.000
Other	10.357	11.935
<b>Total capital programme</b>	<b>321.021</b>	<b>850.207</b>

*Note: this table may contain rounding differences*

- 2.3 For the purposes of the table above, it is assumed that capital receipts will be applied to short-life assets and through the flexible use of capital receipts as set out in section 3 below and will be applied in line with the Council's Minimum Revenue Provision Statement.
- 2.4 Developer contributions are funding held in relation to planning applications. Section 106 (Town and Country Planning Act 1990) contributions are held in relation to specific projects: primarily schools, with smaller amounts for libraries and highways. The majority of highways developer contributions are a result of section 278 agreements (Highways Act 1980).
- 3 Capital Receipts**
- 3.1 The Council's property portfolio is constantly reviewed to ensure assets are only held where necessary so that capital receipts or rental income can be generated. This in turn reduces revenue costs of the operational property portfolio.
- 3.2 The capital programme, approved in February 2023, gave the best estimate at that time of the value of properties available for disposal in the four years to 2026-27, totalling £18.744m.

**Table 5a: Disposals capital programme forecast**

<b>Financial Year</b>	<b>Property sales forecast £m</b>
2023-24	3.678
2024-25	4.640
2025-26	6.641
2026-27	3.785
	<b>18.744</b>

The timing of future year sales is the most optimistic case and may slip into future years if sales completions are delayed.

3.3 The revised schedule for current year disposals is as follows:

**Table 5b: Capital receipts and forecast use current financial year £m**

<b>Capital receipts 2023-24</b>	<b>£m</b>
Capital receipts reserve brought forward	21.947
Loan repayments – subsidiaries forecast for year	1.364
Loan repayments – LIF loan repayments to date	3.706
<b>Capital receipts to date</b>	
Capital receipts in year	1.058
Capital Receipts forecasted for asset disposals subject to contract	4.159
<b>Secured capital receipts to date</b>	<b>5.217</b>
Potential current year farms sales	1.127
Potential current year non-farms sales	0.715
Potential development property sales	1.000
<b>Potential capital receipts</b>	<b>2.841</b>
<b>Forecast available capital receipts</b>	<b>35.075</b>
<b>Forecast use of capital receipts</b>	
Maximum flexible use of capital receipts to support transformation costs (ASC £2.25m)	3.000
Repayment of CIL supported borrowing and Capital Loans	5.070
To fund short-life assets – IT and VPE	20.000
Total Capital Receipts Utilisation	<b>28.07</b>
Capital Receipts Reserve to carry forward	7.005
Norwich Western Link Reserve	5.061
<b>Remaining Capital Receipts Unutilised</b>	<b>1.944</b>

3.4 As can be seen from this table, enough capital receipts have been secured to support the use of capital receipts to support transformation costs, short-life capital expenditure and the Norwich Western Link project, previously approved by County Council.

3.5 Further sales will contribute to the capital receipts reserve which can be used to reduce the external borrowing requirement, fund debt repayments, flexible use of capital receipts or to directly fund capital expenditure, thereby reducing the Capital Funding Requirement (CFR).

- 3.6 On 10 February 2021, the DLUHC announced that the flexibility granted to local authorities to utilise capital receipts to support transformation costs has been extended for a further 3 years. Table 5b includes £3m earmarked for this in 2023-24.

#### **4 New capital budget in the pipeline**

- 4.1 The following schemes are new additions to the P4 Capital Programme and will be added to the capital programme in due course once full Council approval is received.
- 4.2 **Norse Group borrowing and financial arrangements in place with Norfolk County Council** – The Norse Group are investing in a project to replace its disparate legacy Finance and HR systems with one compatible system – Project One. The project requires an investment of £10m and Norse Group have approached the County Council for a commercial loan to fund the project.

#### **Background**

- 4.2.1 Norfolk County Council has lending and cash flow facility arrangements in place with the Norse Group, including a short term lending facility as part of the Council's overall [Annual Investment and Treasury Management Policy approved as part of 2023-24 budget-setting by Full Council in February 2023](#). The underlying treasury management counterparty investment facility made available to Norse Group is £15.000m for a time limit of 1 year. Historically, this has only been called upon for short term purposes to support the Group's overall cash flow position.

#### **Norse Group replacement Finance and HR systems, including supporting Enterprise Reporting solutions (Project One)**

- 4.2.2 Norse Group is a wholly owned subsidiary of Norfolk County Council. For historic reasons, each of the three main entities within the Norse Group have developed different and incompatible Finance and HR solutions, resulting in complexity and limited opportunities for compatibility. As a result, Norse has created an investment case for funding to support the transformation of Finance and HR at Norse with a supporting organisational reporting environment and approached the Council for a commercial loan.
- 4.2.3 The key elements of the investment case include year one system costs, system implementation, wider transformation, and change. The total investment required is £10.300m. This proposal is to fund a maximum £10.000m of this investment through a capital loan to Norse Group. The loan will be secured through a charge on Norse Group assets. During the implementation phase, to December 2024, this will take the form of a credit facility against the capital loan. Following implementation, the loan will include a repayment schedule ensuring that capital repayments are at least equal to the minimum repayment provision relating to the capital expenditure. This will ensure that there is no impact on the Norfolk County Council revenue budget throughout the period of the loan.
- 4.2.4 Cabinet is asked to delegate to the Director of Strategic Finance to agree the final details of this capital loan, which will be subject to the provision of appropriate security, the completion of financial and legal due diligence, and compliance with subsidy control requirements. The terms of the loan will be set to seek to ensure that no subsidy arises for the purposes of the Subsidy Control Act 2022. If this

assessment changes over time, the terms of the loan will be adjusted to maintain compliance.

### **Revision to Treasury Management limit**

- 4.2.5 In December 2015, the County Council provided Norse Energy with a £10.000m capital loan, following a recommendation by Policy and Resources Committee 30 November 2015. The £10.000m seven-year capital loan was repaid in December 2022, at which point it was refinanced in accordance with the Annual Investment and Treasury Strategy 2022-23, in the form of a 12-month fixed term investment deposit (until December 2023).
- 4.2.6 The impact of this refinancing has been to convert the previous capital loan into a treasury management loan, which counts against the Norse Group's treasury management limit, effectively reducing the available cash flow facility to £5.000m. In order to maintain the Norse Group headroom at the previous level of £15.000m, it is therefore proposed that Cabinet recommend to Full Council an amendment to the Annual Investment and Treasury Management Strategy for 2023-24 to increase the Norse Group Treasury Management Investment limit to £25.000m – as set out in Appendix 2 : paragraph 1.12. This revised limit is forecast to provide adequate headroom for the Group's short term working capital requirements.

### **Next steps**

- 4.2.7 Once the revised Treasury Management Limit and Project One loan are established, it is proposed that a further review of the Norse Group's overall funding requirements, including the treasury management and capital loan limits, should be undertaken by the Director of Strategic Finance as part of the Council's governance of its largest company. Any further changes required as a result will be reported to Cabinet within the capital programme and Annual Investment and Treasury Management Policy as part of the annual budget-setting process for 2024-25.

### **Recommendations to Cabinet**

- 4.2.8 To note the update regarding financial arrangements in place with the Norse Group as set out in Appendix 3 – section 4.2 and to:
- Recommend to Full Council the amendment to the [Annual Investment and Treasury Management Strategy 2023-24 adopted by Full Council on 21 February 2023](#) to increase the treasury management limit for Norse Group to £25.000m in order to maintain the existing level of cash flow facility available to the company. (See also Appendix 2, paragraph 1.12)
  - Approve the timetable for adoption of amendments to the Annual investment and Treasury Management Strategy 2023-24 as set out paragraph 2.4.3 below.
  - Recommend to Full Council to approve the addition of £10.000m to the capital programme to provide for a capital loan facility for the Norse Group
  - Delegate to the Director of Strategic Finance to agree the details of the £10.000m capital loan to the Norse Group for the implementation of a Finance and HR system (Project One) subject to the provision of appropriate security, the completion of financial and legal due diligence, and compliance with subsidy control requirements.

- 4.3 **Great Yarmouth O&M Campus update** – In August 2022, the Great Yarmouth O&M Campus project budget was uplifted from £18m to £21.4m to reflect the tender price of the project. Since then, the project has completed the planning permission stage and revised construction costs have been forecasted following the identification of additional construction, decontamination and remedial works required due to the complexity of the project. Different scenarios have been produced, and the recommendations here reflect the expected scenario, but some residual risks remain.

Since August 2022, the County Council has received a further grant of £3.4m from DLUHC as part of the County Deal offer. Owing to the increased costs since the August 2022 forecast, it is recommended that the budget is increased by £3.4m, which would bring the total budget to £24.8m. The impact of this will be to increase NCC borrowing by £2.9m and the GYBC contribution by £0.500m as it had been previously assumed that additional grant funding could be used to reduce the borrowing.

- 4.4 **West Winch Housing Access Road update** – as set out elsewhere in this agenda, Cabinet is asked to recommend to Council a temporary uplift in NCC Borrowing of £1.05m to cover the costs of the project up to November 2023, pending the approval of the DfT and Homes England contributions to the project. It is noted that if funding approval is not received, the Council will be required to write off its contribution to date, which is forecast to be £2.20m at the end of November 2023
- 4.5 **Release of Wensum Lodge capital funding** – In July 2023, Cabinet recognising the accessibility issues posed by the site, approved the decision to declare the Wensum Lodge Adult Learning building as a surplus asset in preparation for disposal. The Adult Learning service would then look to move the courses currently provided at Wensum Lodge to alternative venues which are more accessible and convenient for the Norfolk residents that utilise the service. As a result of this decision, the £5.665m capital budget in 2024-25 for the refurbishment of Wensum Lodge is no longer required. Therefore, Cabinet is asked to approve a £5.515m reduction in the capital budget in P5, leaving £0.150m to fund any new site adjustments required to the alternative venues identified by the Adult Learning Service.

## ANNEX A: Movements in Capital Budgets – P4 July 2023

SERVICE AREA	SUB COMMITTEE	Funding Type	Project Description	Project code	Budget movements in 2023-24			Future Years Budget	
					Reduction in 23-24	Increase in 23-	Reprofile 23-	Future Years Movements	Reprofile to Future Years
Adult Social Services (Directorate)	Adult Social Care.	External Funding	OP Estate Transformation (Norse Care)	SC8172				26,320	
Adult Social Services (Directorate)	Adult Social Care.	External Funding	Social Care unallocated	SC8120			- 226,270		226,270
<b>Adult Social Services (Directorate)</b>	<b>Adult Social Care.</b>	<b>External Funding Total</b>					<b>- 226,270</b>	<b>26,320</b>	<b>226,270</b>
Adult Social Services (Directorate)	Adult Social Care.	NCC Borrowing and Capital Receipts	ASC Transformation Programme	SC8175		1,250,000			
Adult Social Services (Directorate)	Adult Social Care.	NCC Borrowing and Capital Receipts	NCC.NCTB Project A	SC8173				- 26,320	
Adult Social Services (Directorate)	Adult Social Care.	NCC Borrowing and Capital Receipts	NFR CM System	SC8211			- 436,410		436,410
Adult Social Services (Directorate)	Adult Social Care.	NCC Borrowing and Capital Receipts	SL Kettlewell, King's Lynn	SC8200				300,000	
Adult Social Services (Directorate)	Adult Social Care.	NCC Borrowing and Capital Receipts	Social Care unallocated	SC8120			- 205,600		205,600
Adult Social Services (Directorate)	Adult Social Care.	NCC Borrowing and Capital Receipts	Supported Living Programme	SC8170			- 938,020	300,000	938,020
<b>Adult Social Services (Directorate)</b>	<b>Adult Social Care.</b>	<b>NCC Borrowing and Capital Receipts Total</b>				<b>1,250,000</b>	<b>- 1,580,030</b>	<b>- 26,320</b>	<b>1,580,030</b>
Adult Social Services (Directorate)	Adult Social Care. Total					1,250,000	- 1,806,300	-	1,806,300

SERVICE AREA	SUB COMMITTEE	Funding Type	Project Description	Project code	Budget movements in 2023-24			Future Years Budget	
					Reduction in 23-24	Increase in 23-	Reprofile 23-	Future Years Movements	Reprofile to Future Years
Children's Services (Directorate)	Children's Services	External Funding	Brundall Developer cont	EC3829			- 160,420		160,420
Children's Services (Directorate)	Children's Services	External Funding	CAPITAL FORMULA	ECAPFM			- 1,000,000		1,000,000
Children's Services (Directorate)	Children's Services	External Funding	Clenchwarton S106	EC3864			- 73,410		73,410
Children's Services (Directorate)	Children's Services	External Funding	Costessey Developer cont	EC3802			- 700,960		700,960
Children's Services (Directorate)	Children's Services	External Funding	Costessey, Queen's Hill Muga S106	EC3843			- 190		190
Children's Services (Directorate)	Children's Services	External Funding	CS - Gayton S106	EC3839			- 94,540		94,540
Children's Services (Directorate)	Children's Services	External Funding	CS - Gt Ellingham S106	EC3849			- 480,170		480,170
Children's Services (Directorate)	Children's Services	External Funding	CS S106 Interest in year	EC3899			- 546,670		546,670
Children's Services (Directorate)	Children's Services	External Funding	Dereham 6th Form S106	EC3860			- 49,170		49,170
Children's Services (Directorate)	Children's Services	External Funding	Dereham Developer cont	EC3815			- 428,130		428,130
Children's Services (Directorate)	Children's Services	External Funding	Docking S106	EC3863			- 281,140		281,140
Children's Services (Directorate)	Children's Services	External Funding	Fakenham S106 Income	EC3859			- 498,200		498,200
Children's Services (Directorate)	Children's Services	External Funding	Great Yarmouth S106	EC3866			- 54,290		54,290
Children's Services (Directorate)	Children's Services	External Funding	Harleston Developer cont	EC3820			- 71,900		71,900
Children's Services (Directorate)	Children's Services	External Funding	Hethersett Developer contribution	EC3833			- 11,270		11,270
Children's Services (Directorate)	Children's Services	External Funding	Hopton Developer Contribution	EC3865			- 100,280		100,280
Children's Services (Directorate)	Children's Services	External Funding	Loddon Developer contribution	EC3826			- 829,780		829,780
Children's Services (Directorate)	Children's Services	External Funding	Martham Developer contribution	EC3823			- 336,710		336,710
Children's Services (Directorate)	Children's Services	External Funding	Mattishall S106	EC3856			- 101,680		101,680
Children's Services (Directorate)	Children's Services	External Funding	Methwold Developer contribution	EC3837			- 78,560		78,560
Children's Services (Directorate)	Children's Services	External Funding	Narborough S106	EC3852			- 62,810		62,810
Children's Services (Directorate)	Children's Services	External Funding	Poringland Developer cont	EC3817			- 1,065,160		1,065,160
Children's Services (Directorate)	Children's Services	External Funding	S106 Gorleston	EC3861			- 180,920		180,920
Children's Services (Directorate)	Children's Services	External Funding	Spooner Row S106 income	EC3851			- 29,550		29,550
Children's Services (Directorate)	Children's Services	External Funding	Stalham S106	EC3850			- 12,060		12,060
Children's Services (Directorate)	Children's Services	External Funding	Swaffham Developer contribution	EC3828			- 137,500		137,500
Children's Services (Directorate)	Children's Services	External Funding	Walton Highway	EC3867			- 101,670		101,670
Children's Services (Directorate)	Children's Services	External Funding	Watton Developer cont	EC3812			- 2,912,880		2,912,880
<b>Children's Services (Directorate)</b>	<b>Children's Services</b>	<b>External Funding Total</b>					<b>- 10,400,020</b>		<b>10,400,020</b>
Children's Services (Directorate)	Children's Services	NCC Borrowing and Capital Receipts	Children's Home Expansion	EC4949			- 1,500,000		1,500,000
Children's Services (Directorate)	Children's Services	NCC Borrowing and Capital Receipts	SCHOOL BASED PROJECT	ECAPAA			- 800,000		800,000
<b>Children's Services (Directorate)</b>	<b>Children's Services</b>	<b>NCC Borrowing and Capital Receipts Total</b>					<b>- 2,300,000</b>		<b>2,300,000</b>
<b>Children's Services (Directorate)</b>	<b>Children's Services Total</b>						<b>- 12,700,020</b>		<b>12,700,020</b>

SERVICE AREA	SUB COMMITTEE	Funding Type	Project Description	Project code	Budget movements in 2023-24			Future Years Budget	
					Reduction in 23-24	Increase in 23-	Reprofile 23-	Future Years Movements	Reprofile to Future Years
Community & Environmental Services (Direct	Environment	External Funding	1 Million Trees	PQ7016				70,000	
Community & Environmental Services (Direct	Environment	External Funding	eCargo Bike Library for Business	PQ7021		139,000			
Community & Environmental Services (Direct	Environment	External Funding	Subsidised Trees	PQ7016				- 70,000	
<b>Community &amp; Environmental Services (Direct</b>	<b>Environment</b>	<b>External Funding Total</b>				<b>139,000</b>		<b>-</b>	
Community & Environmental Services (Direct	Environment	NCC Borrowing and Capital Receipts	1 Million Trees	PQ7016				185,000	
Community & Environmental Services (Direct	Environment	NCC Borrowing and Capital Receipts	Subsidised Trees	PQ7016				- 185,000	
<b>Community &amp; Environmental Services (Direct</b>	<b>Environment</b>	<b>NCC Borrowing and Capital Receipts Total</b>						<b>-</b>	
<b>Community &amp; Environmental Services (Direct</b>	<b>Environment Total</b>					<b>139,000</b>		<b>-</b>	
Community & Environmental Services (Direct	Growth and Development	External Funding	GY O&M Campus	PU2918			2,303,910	-	2,800,000
<b>Community &amp; Environmental Services (Direct</b>	<b>Growth and Development</b>	<b>External Funding Total</b>					<b>2,303,910</b>	<b>-</b>	<b>2,800,000</b>
Community & Environmental Services (Direct	Growth and Development	NCC Borrowing and Capital Receipts	Development of Norfolk Infrastructure	PU2917	- 52,150				
Community & Environmental Services (Direct	Growth and Development	NCC Borrowing and Capital Receipts	GY O&M Campus	PU2918			9,827,810	-	10,331,720
<b>Community &amp; Environmental Services (Direct</b>	<b>Growth and Development</b>	<b>NCC Borrowing and Capital Receipts Total</b>			<b>- 52,150</b>		<b>9,827,810</b>	<b>-</b>	<b>10,331,720</b>
Community & Environmental Services (Direct	Growth and Development	Revenue and Reserves	GY O&M Campus	PU2918			1,000,000		
<b>Community &amp; Environmental Services (Direct</b>	<b>Growth and Development</b>	<b>Revenue and Reserves Total</b>					<b>1,000,000</b>		
<b>Community &amp; Environmental Services (Direct</b>	<b>Growth and Development Total</b>				<b>- 52,150</b>		<b>13,131,720</b>	<b>-</b>	<b>13,131,720</b>

SERVICE AREA	SUB COMMITTEE	Funding Type	Project Description	Project code	Budget movements in 2023-24			Future Years Budget	
					Reduction in 23-24	Increase in 23-	Reprofile 23-	Future Years Movements	Reprofile to Future Years
Community & Environmental Services (Direct	Highways	External Funding	King's Lynn, Southgates Roundabout Study	PKA069		866,700		23,613,760	
Community & Environmental Services (Direct	Highways	External Funding	Other Highways Schemes Budget & Forecast	PM9999		12,338,680			
Community & Environmental Services (Direct	Highways	External Funding	West Winch Bypass - Local Road Schemes	PKA021		4,649,980			
Community & Environmental Services (Direct	Highways	External Funding	Norwich, Heartsease Fiveways Junction	PAA014		3,508,740			
Community & Environmental Services (Direct	Highways	External Funding	Costessey - Bowthorpe Mobility Hub	PBA019		3,013,190			
Community & Environmental Services (Direct	Highways	External Funding	Gt Yarmouth, Harfreys Roundabout Improvement work	PKA122		2,742,530			
Community & Environmental Services (Direct	Highways	External Funding	Norwich, Thickthorn Park and Ride Expansion	PBA016		2,150,000			
Community & Environmental Services (Direct	Highways	External Funding	S278 HADBA Roundhouse Way - roundabout & signalisation 9/7/13/1494	PRA005		1,901,790			
Community & Environmental Services (Direct	Highways	External Funding	Keswick, A140 Ipswich Road - Bus Priority Scheme	PAA017		1,350,000			
Community & Environmental Services (Direct	Highways	External Funding	Costessey, Dereham Rd/Longwater Lane - Bus Lane	PAA009		1,248,010			
Community & Environmental Services (Direct	Highways	External Funding	Countywide BSIP RTPI Displays	PBA033		1,133,280			
Community & Environmental Services (Direct	Highways	External Funding	Countywide Local Electric Vehicle Infrastructure Pilot	PKA132		1,102,630			
Community & Environmental Services (Direct	Highways	External Funding	Nch City Centre E-bound through-traffic reduction	PFA052		1,080,030			
Community & Environmental Services (Direct	Highways	External Funding	Countywide BSIP Bus Stop DDA Upgrades	PBA031		1,050,920			
Community & Environmental Services (Direct	Highways	External Funding	Norwich Airport Access - Industrial Estate Link	PKA084		1,045,360			
Community & Environmental Services (Direct	Highways	External Funding	Countywide BSIP Stop Clearway Programme	PBA029		1,000,220			
Community & Environmental Services (Direct	Highways	External Funding	Costessey, Dereham Road/Richmond Road	PEA045		991,090			
Community & Environmental Services (Direct	Highways	External Funding	Nch, Newmarket Rd (Eaton/Christchurch roads)	PEA046		925,400			

SERVICE AREA	SUB COMMITTEE	Funding Type	Project Description	Project code	Budget movements in 2023-24			Future Years Budget	
					Reduction in 23-24	Increase in 23-	Reprofile 23-	Future Years Movements	Reprofile to Future Years
Community & Environmental Services (Direct	Highways	External Funding	Norwich A1024 Mile Cross Rd - Cycle Scheme	PEA058		783,000			
Community & Environmental Services (Direct	Highways	External Funding	Thorpe St Andrew, Plumstead Road - BDC	PKA082		768,440			
Community & Environmental Services (Direct	Highways	External Funding	Nch, Dereham Rd/Larkman Ln / Larkman Mobility Hub	PAA012		692,370			
Community & Environmental Services (Direct	Highways	External Funding	Countywide BSIP Gold Standard Bus Stop Upgrades	PBA032		668,960			
Community & Environmental Services (Direct	Highways	External Funding	Default Project code for CES schemes	PN9999		616,910			
Community & Environmental Services (Direct	Highways	External Funding	Countywide BSIP Bus Stop Relocations	PBA030		600,000			
Community & Environmental Services (Direct	Highways	External Funding	Nch, St Stephens St/Red Lion St/Castle Meadow	PBA015		520,900			
Community & Environmental Services (Direct	Highways	External Funding	Norwich, Queens Road - Bus Priority Scheme	PAA016		508,680			
Community & Environmental Services (Direct	Highways	External Funding	Countywide BSIP Travel Norfolk Roll-Out	PBA035		500,000			
Community & Environmental Services (Direct	Highways	External Funding	Norwich, N&N Hospital Mobility Hub 10	PCA004		476,670			
Community & Environmental Services (Direct	Highways	External Funding	B1370 Middleton Rd Gorleston - Cycle Scheme	PEA059		471,370			
Community & Environmental Services (Direct	Highways	External Funding	Norwich, Rye Avenue - Cycle Scheme	PEA040		453,910			
Community & Environmental Services (Direct	Highways	External Funding	Hethersett, Colney Lane B1172 to B1108 Feas Study	PEA011		451,500			
Community & Environmental Services (Direct	Highways	External Funding	Gt Yrmth Acle New Rd -Nrth Quay & Vxhall Bus Infra	PBA028		448,400			
Community & Environmental Services (Direct	Highways	External Funding	Kings Lynn Old Meadow Rd -Upgrade shared path	PEA063		390,460			
Community & Environmental Services (Direct	Highways	External Funding	Great Yarmouth, C628 Jellicoe Road - Cycle Scheme	PEA060		360,440			
Community & Environmental Services (Direct	Highways	External Funding	Norwich, Wayfinding system - Local Road Scheme	PKA115		327,500			
Community & Environmental Services (Direct	Highways	External Funding	Miscellaneous Projects under £300k increases		-	5,771,120	-	-	-
Community & Environmental Services (Direct	Highways	External Funding	Ringland A47-A1067 Western Link Road	PK1002			5,748,290	-	5,748,290
Community & Environmental Services (Direct	Highways	External Funding	Miscellaneous Projects under £300k reductions		- 1,788,900	-	-	-	-
Community & Environmental Services (Direct	Highways	External Funding	Norwich, Heartsease Ln - newcycle lane facility	PEA050	- 318,450				
Community & Environmental Services (Direct	Highways	External Funding	Other Highways Schemes Budget and Forecast	PL0000	- 325,000				
Community & Environmental Services (Direct	Highways	External Funding	Thorpe St Andrew , St Williams Rd - new cycle lane	PEA051	- 415,670				
Community & Environmental Services (Direct	Highways	External Funding	Harleston and Redenhall, Town Centre Refurbishment	PKA117	- 758,680				
Community & Environmental Services (Direct	Highways	External Funding	Norwich, St Stephens to City College	PFA047	- 857,460				
Community & Environmental Services (Direct	Highways	External Funding	Nch, Foundry Br junc/Train Station Mobility Hub	PBA020	- 1,100,160				
Community & Environmental Services (Direct	Highways	External Funding	Long Stratton - Long Stratton Bypass	PKA024	- 6,250,560				
Community & Environmental Services (Direct	Highways	External Funding	Brundall C429 The Street - Zebra Crossing	PHA051		200,000			
Community & Environmental Services (Direct	Highways	External Funding	Kings Lynn A1078 Edward Benefer Way -SignalStagSeg	PHA053		25,000			
<b>Community &amp; Environmental Services (Direct</b>	<b>Highways</b>	<b>External Funding Total</b>			<b>- 11,814,880</b>	<b>57,134,180</b>	<b>5,748,290</b>	<b>23,613,760</b>	<b>- 5,748,290</b>
Community & Environmental Services (Direct	Highways	NCC Borrowing a	King's Lynn, Southgates Roundabout Study	PKA069		96,300		1,897,640	
Community & Environmental Services (Direct	Highways	NCC Borrowing a	Default Project code for CES schemes	PN9999				15,290	750,880
Community & Environmental Services (Direct	Highways	NCC Borrowing a	Miscellaneous reprofiling of NCC Borrowing between projects and across financial years		-	-	770,340	-	1,521,220
<b>Community &amp; Environmental Services (Direct</b>	<b>Highways</b>	<b>NCC Borrowing and Capital Receipts Total</b>				<b>96,300</b>	<b>770,340</b>	<b>1,912,930</b>	<b>- 770,340</b>

SERVICE AREA	SUB COMMITTEE	Funding Type	Project Description	Project code	Budget movements in 2023-24			Future Years Budget	
					Reduction in 23-24	Increase in 23-24	Reprofile 23-24	Future Years Movements	Reprofile to Future Years
Community & Environmental Services (Direct	Highways	Revenue and Reserves	Alexandra Rd Area Restricted Zone Experimental TRO	PJA105		27,990			
Community & Environmental Services (Direct	Highways	Revenue and Reserves	Brancaster & Brancaster Staithe CPE/TRO Schemes	PJA118		10,000			
Community & Environmental Services (Direct	Highways	Revenue and Reserves	Crimplesham, Main Road drainage design	PMA998	- 25,000				
Community & Environmental Services (Direct	Highways	Revenue and Reserves	Gt Yarmouth - purchase new Pay & Display machines	PJA058	- 7,820				
Community & Environmental Services (Direct	Highways	Revenue and Reserves	North Walsham - Bus Interchange Phase 2	PBA024	- 30,000				
Community & Environmental Services (Direct	Highways	Revenue and Reserves	Norwich Christchurch Rd - Traffic Manage & Calming	PJA097		3,830			
Community & Environmental Services (Direct	Highways	Revenue and Reserves	S278 HADBA - Roundhouse Way - access road, cycle&footway 9/7/13/1494	PRA006	- 3,580				
Community & Environmental Services (Direct	Highways	Revenue and Reserves	Trowse Newton, The Street/Devon Way	PJA062		27,500			
<b>Community &amp; Environmental Services (Direct</b>	<b>Highways</b>	<b>Revenue and Reserves Total</b>			<b>- 66,400</b>	<b>69,320</b>			
<b>Community &amp; Environmental Services (Direct</b>	<b>Highways Total</b>				<b>- 11,881,280</b>	<b>57,299,800</b>	<b>6,518,630</b>	<b>25,526,690</b>	<b>- 6,518,630</b>
Community & Environmental Services (Direct	Libraries	External Funding	S106 90-102 Regent Road, Great Yarmouth	LL0794			- 1,770		1,770
Community & Environmental Services (Direct	Libraries	External Funding	S106 Alderman Jackson School, King's Lynn	LL0803			- 1,070		1,070
Community & Environmental Services (Direct	Libraries	External Funding	S106 Allens Garage, Lynn Road, Gayton	LL0834		2,960			
Community & Environmental Services (Direct	Libraries	External Funding	S106 Crown St/Hall Farm Drive, Methwold. DOW541	LL0840		3,060			
Community & Environmental Services (Direct	Libraries	External Funding	S106 FormerClaydonHighSchool, BecclesRd/BurghRd	LL0833			- 590		590
Community & Environmental Services (Direct	Libraries	External Funding	S106 Foundry Field, Burnham Market LYN	LL0697			- 1,400		1,400
Community & Environmental Services (Direct	Libraries	External Funding	S106 Land south of Herbert Drive, Methwold. MOB	LL0816			- 4,030		4,030
Community & Environmental Services (Direct	Libraries	External Funding	S106 NORA 4	LL0778			- 6,950		6,950
Community & Environmental Services (Direct	Libraries	External Funding	S106 Slaughter House, Upper Staithe Road, Stalham	LL0808			- 2,280		2,280
Community & Environmental Services (Direct	Libraries	External Funding	S106 The Poplars, Lynn Road, Walton Highway	LL0831			- 2,010		2,010
Community & Environmental Services (Direct	Libraries	External Funding	S106 Two Fields Way, Land Off Hall Rd, Bawdeswell	LL0797			- 3,020		3,020
Community & Environmental Services (Direct	Libraries	External Funding	S106 Whissonsett Rd, Colkirk. FAK	LL0817			- 1,640		1,640
Community & Environmental Services (Direct	Libraries	External Funding	S106 Whittington Mill, Whittington	LL0771			- 1,140		1,140
Community & Environmental Services (Direct	Libraries	External Funding	S106 Wood Farm, Ashwlthrp NOR	LL0680			- 2,780		2,780
<b>Community &amp; Environmental Services (Direct</b>	<b>Libraries</b>	<b>External Funding Total</b>				<b>6,020</b>	<b>- 28,680</b>		<b>28,680</b>

SERVICE AREA	SUB COMMITTEE	Funding Type	Project Description	Project code	Budget movements in 2023-24			Future Years Budget	
					Reduction in 23-24	Increase in 23-	Reprofile 23-	Future Years Movements	Reprofile to Future Years
Community & Environmental Services (Direct	Libraries	NCC Borrowing and Capital Receipts	Library Book Stock	LL1037			- 30,000		30,000
Community & Environmental Services (Direct	Libraries	NCC Borrowing and Capital Receipts	Library Building Improvements	LL1040			- 100,420		100,420
Community & Environmental Services (Direct	Libraries	NCC Borrowing and Capital Receipts	NML Meeting Rooms	LL1056			- 348,100		348,100
<b>Community &amp; Environmental Services (Direct</b>	<b>Libraries</b>	<b>NCC Borrowing and Capital Receipts Total</b>					- <b>478,520</b>		<b>478,520</b>
Community & Environmental Services (Direct	Libraries Total					6,020	- 507,200		507,200
Community & Environmental Services (Direct	Offices	External Funding	Estate Buildings Decarbonisation	CA2318				1,800,000	
<b>Community &amp; Environmental Services (Direct</b>	<b>Offices</b>	<b>External Funding Total</b>						<b>1,800,000</b>	
Community & Environmental Services (Direct	Offices	NCC Borrowing and Capital Receipts	Estate Buildings Decarbonisation	CA2318			1,000,000		15,700,000
<b>Community &amp; Environmental Services (Direct</b>	<b>Offices</b>	<b>NCC Borrowing and Capital Receipts Total</b>					<b>1,000,000</b>		<b>15,700,000</b>
Community & Environmental Services (Direct	Offices Total					1,000,000			17,500,000
Community & Environmental Services (Direct	Procurement	NCC Borrowing and Capital Receipts	Electric Car Purchases	KG1000	- 63,720				
<b>Community &amp; Environmental Services (Direct</b>	<b>Procurement</b>	<b>NCC Borrowing and Capital Receipts Total</b>			- <b>63,720</b>				
Community & Environmental Services (Direct	Procurement Total				- 63,720				
Community & Environmental Services (Direct	Trading Standards	NCC Borrowing and Capital Receipts	T Stds Robotic Mass Comparator	CTS003			- 135,000		135,000
<b>Community &amp; Environmental Services (Direct</b>	<b>Trading Standards</b>	<b>NCC Borrowing and Capital Receipts Total</b>					- <b>135,000</b>		<b>135,000</b>
Community & Environmental Services (Direct	Trading Standards Total						- 135,000		135,000
<b>Community &amp; Environmental Services (Directorate) Total</b>					- <b>11,997,150</b>	<b>58,444,820</b>	<b>19,008,150</b>	<b>43,026,690</b>	- <b>19,008,150</b>
<b>Grand Total</b>					- <b>11,997,150</b>	<b>59,694,820</b>	<b>4,501,830</b>	<b>43,026,690</b>	- <b>4,501,830</b>

## **Appendix 4: NHS Norfolk and Waveney Integrated Care Board (ICB) and Norfolk County Council receivables and payables outstanding balances resolution arrangement**

### **Background**

As part of being a health and care system, and being partners within an Integrated Care System, local NHS organisations and the Council have an intertwined financial relationship.

In any one year, the NHS transfers around £60-90m of funds to NCC – which is used to pay for care for people who need it and run services which support the health and social care system. Over the last five years, around £400m has come to the council from the NHS as set out in the table below:

<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
£m	£m	£m	£m	£m	£m
61.2	59.7	99.7	88.9	90.5	399.9

Part of this relationship includes invoicing for financial arrangements the Council has in place, in particular with the Norfolk and Waveney Integrated Care Board (ICB). The purpose and scale of these transactions varies considerably from large, nationally mandated, transactions such as the Better Care Fund, down to hundreds of very locally arranged shared financial contributions relating to staff roles or care costs.

As with any business relationship, a process has to be undertaken to ensure invoices are raised appropriately, any queries or errors are addressed, and the ensuing residual payment is made. As a result of the complex financial relationships, and the many and varied responsibilities of both the NHS organisations and the Council, a historic debt has built up over a period of time between the organisations. These reciprocal debts have in part arisen because of the reforms and restructuring within NHS partner organisations, which have led to some loss of knowledge of the agreements which formed the basis for raising invoices.

Historically, a number of the issues have arisen when individuals have complex health and social care needs. Collectively, the NHS and Adult Social Services seeks to wrap care – health and social care – around the individual. For ease, one organisation commissions that care and the invoices the other party for their elements of the cost.

With many thousands of such individual instances, changing organisations and changing financial and process systems, it has not been possible to track and reconcile all the transactions.

From a County Council perspective, we have worked in good faith and put people first by prioritising getting care provided for individuals and not allowing that care to be held up by accounting processes.

The Council and ICB have recently undertaken a wholesale process to reconcile our respective payables and receivables balances up to and including 31/03/2023 and reach a resolution to any unpaid invoices. The proposed approach represents a pragmatic resolution to the historic debt accumulated between public sector organisations, which can be accommodated within the Council’s existing 2023-24 budget envelope and provides a solid foundation on which to move forward in partnership. It will however be essential that robust processes are agreed and implemented to seek to ensure that this scenario does not recur in future. The specific details of the settlement offer are set out below, together with future arrangements.

### ICB owing NCC (Receivables)

Both the ICB and NCC have made settlement offers over the last few months to resolve this outstanding balance. Through this process we have seen the ICB increase their recent and final proposed offer by £0.9m. This has led to the following recommended proposal:

	£m
Outstanding balance at 31/03/23	9.511
Now resolved	-1.140
<b>Remaining outstanding balance due</b>	<b>8.371</b>
ICB to pay	-5.952
<b>Residual balance (to be written off)</b>	<b>2.419</b>

This means the ICB would pay £5.952m against a remaining outstanding balance of £8.371m of debt. The residual balance of £2.419m would remain unpaid and need to be written off by the Council. Whilst not ideal to write off any outstanding debt, this £2.419m needs to be put into the context of the £399.9m of income billed to the ICB over the period 2018/19 to 2022/23 this debt relates to. The debt write off is 0.6% of the income billed.

The Adult Social Care department had previously set aside within its departmental reserves a level of “bad debt” provision. Therefore, the cost has been allowed for and can be managed without any additional pressure on the 2023/24 revenue budget.

### NCC owing ICB (Payables)

As at 10/05/2023, NCC owed the ICB £2.8m in unpaid invoices. The Council paid a level of balances during May. For those left unresolved, the focus has been on the balances due up to and including 31/03/2023. For this period £1.747m remained unresolved.

Of the outstanding £1.747m, the Council would pay £1.135m of this balance. The residual balance of £0.611m would remain unpaid and need to be written off by the ICB. Any cost implications for the Council of making the £1.135m payment would be contained within 2023/24 departmental revenue budgets, or met through reserves.

## Summary Position and recommendation

Under this proposal the Council would be:

- receiving a payment of £5.952m against outstanding debts;
- forgoing payment of £2.419m, which will need to be written off; and
- agreeing to settle £1.135m outstanding invoices.

The net payment to the Council as a result of this settlement would be £4.817m.

**It is recommended that Cabinet approves the settlement offer.**

## Alternative options

Whilst accepting the above settlement is recommended, alternative options exist as follows:

- a. Decline the settlement and look to continue to negotiate at a macro level.

However, the ICB have stated this round of negotiations as the final offer and therefore this is not considered to be a realistic option.

- b. Decline the settlement and take a micro approach to pursuing every individual invoice.

Whilst this is an option, and the ICB have indicated this as an alternative way forward should their offer not be accepted, there are several issues/risks for both the County Council and the ICB of pursuing this approach. These are:

- Complexity of the task – over 1200 individual invoices, often with multiple lines spanning over 5 years;
- Resource – due to the quantity of invoices both partners would need to commit significant resource to undertaking any exercise. This comes at a time when the ICB is restructuring and there is a risk that the ICB would be unable to commit sufficient resource to complete the task in a timely way and the Council would need to identify additional resources;
- Cashflow – once settled the Council would expect payment within 30 days whereby a micro approach of settling each individual invoice would yield far slower payment;
- Outcome – Whilst invoices were of course raised in good faith, providing full and undisputable evidence of an underlying agreement to pay may prove problematic at this scale and over this length of time particularly as some of the debts and invoices relate to NHS legacy organisations. Therefore, the Council and ICB may very well undertake a more detailed, longer piece of work and end with a result that adds no additional benefit beyond the existing offer.

- Relationships – Whilst undertaking these negotiations, the Council rightly moved to safeguard itself from an accumulation of more debt, which had operational consequences for the ICB. The Council wishes to ensure it maintains positive relationships with the ICB as a strong partner within the Integrated Care System and it would be better to draw a line under the historic debt rather than risk relationships becoming strained.

c. Decline the settlement and pursue a formal, or legal, route of settlement.

Whilst this is always an option, should the Council decide to reject the ICB proposal, the ICB has suggested an alternative approach to resolving the situation which would need to be considered and pursued before litigation is considered. Litigation is not always beneficial financially and is never advisable in terms of maintaining a good ongoing working relationship.

### **Future arrangements**

As part of the settlement agreement with the ICB, we have jointly agreed to set up robust governance between our organisations to monitor transactions and build overarching agreements, so we avoid this position going forward.

Specifically, we will work towards finalising:

- A written agreement of collective services between NCC and the Integrated Care Board (ICB)
- A written agreement for Transforming Care and Winterborne.
- A written agreement for S117 financial responsibilities

This process is already underway between partners.

The accumulation of this debt has happened over an extended period. It is therefore important that the Council continue to evolve its approach to debt collection with the NHS. In particular:

- The finance function has assigned dedicated credit control capacity to managing the account with the ICB.
- The Council is setting up a joint working capital group with the ICB to have monthly discussions about debt. This will include a clear escalation route as both the Council and ICB wish to avoid a repeat of the current situation.
- The Council will increase the robustness of the arrangements with the ICB.
- The Council will review its collective end to end invoicing process to ensure the Council and ICB have the most effective route of raising and collecting this income.

This proposed resolution arrangement will clear balances up to the start of current financial year (to 31/03/2023). Once this is agreed, the Council and ICB will rapidly refocus on any balances due relating to the current financial year.