

Cabinet

Date: **Monday 3 February 2020**
Time: **10am**
Venue: **Edwards Room, County Hall, Norwich**

Persons attending the meeting are requested to turn off mobile phones.

Membership:

Cllr Andrew Proctor	Chairman. Leader and Cabinet Member for Strategy & Governance.
Cllr Graham Plant	Vice-Chairman. Deputy Leader and Cabinet Member for Growing the Economy.
Cllr Bill Borrett	Cabinet Member for Adult Social Care, Public Health & Prevention
Cllr Margaret Dewsbury	Cabinet Member for Communities & Partnerships
Cllr John Fisher	Cabinet Member for Children's Services
Cllr Tom FitzPatrick	Cabinet Member for Innovation, Transformation & Performance
Cllr Andy Grant	Cabinet Member for Environment & Waste
Cllr Andrew Jamieson	Cabinet Member for Finance
Cllr Greg Peck	Cabinet Member for Commercial Services & Asset Management
Cllr Martin Wilby	Cabinet Member for Highways, Infrastructure & Transport

WEBCASTING

This meeting will be filmed and streamed live via YouTube on the NCC Democrat Services channel. The whole of the meeting will be filmed, except where there are confidential or exempt items and the footage will be available to view via the Norfolk County Council CMIS website. A copy of it will also be retained in accordance with the Council's data retention policy. Members of the public may also film or record this meeting. If you do not wish to have your image captured, you should sit in the public gallery area. If you have any queries regarding webcasting of meetings, please contact the committee Team on 01603 228913 or email committees@norfolk.gov.uk

A g e n d a

1 To receive any apologies.

2 Minutes

Page 5

To confirm the minutes from the Cabinet Meeting held on Monday 13 January 2020.

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 To receive any items of business which the Chairman decides should be considered as a matter of urgency

5 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) by 5pm on **Wednesday 29 January 2020**. For guidance on submitting a public

question, view the Constitution at <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee>

6 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) by **5pm on Wednesday 29 January 2020**.

- | | |
|---|-----------------|
| 7 King's Lynn Transport Strategy and Implementation Plan. | Page 41 |
| Report by the Executive Director of Community & Environmental Services. | |
| 8 The Blue Badge (Disabled Persons) Parking Scheme | Page 197 |
| Report by the Executive Director of Community & Environmental Services. | |
| 9 Holding Highways England to Account | Page 220 |
| Report by the Executive Director of Community & Environmental Services | |
| 10 Norwich Western Link. | Page 229 |
| Report by the Executive Director of Community & Environmental Services | |
| 11 Life opportunity services for adults with learning disabilities and/or autism. | Page 251 |
| Report by the Executive Director of Adult Social Services. | |
| 12 Human Resources and Finance System Transformation Project. | Page 271 |
| Report by the Executive Director of Strategy & Governance and the Executive Director of Finance & Commercial Services | |
| 13 Acquisition of Pump Farm, Weston Longville. | Page 276 |
| Report by the Executive Director of Finance & Commercial Services | |
| 14 Finance Monitoring Report 2019-20 P9: December 2019 | Page 279 |
| Report by the Executive Director of Finance & Commercial Services | |
| 15 Delegated Decisions Reports | |
| Decisions by the Cabinet Member for Highways, Infrastructure & Transport. | |
| • Salt Contract | Page 307 |
| • Wells TRO | Page 312 |
| • Dereham – Greenfields TRO | Page 329 |

Chris Walton
Head of Democratic Services
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 24 January 2020



If you need this document in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or (textphone) 18001 0344 800 8020 and we will do our best to help.

Cabinet
Minutes of the Meeting held on Monday 13 January 2020 at
10am in the Edwards Room, County Hall, Norwich

Present:

Cllr Andrew Proctor	Chairman. Leader & Cabinet Member for Strategy & Governance.
Cllr Bill Borrett	Cabinet Member for Adult Social Care, Public Health & Prevention.
Cllr Margaret Dewsbury	Cabinet Member for Communities & Partnerships.
Cllr John Fisher	Cabinet Member for Children's Services.
Cllr Tom FitzPatrick	Cabinet Member for Innovation, Transformation & Performance.
Cllr Andy Grant	Cabinet Member for Environment & Waste.
Cllr Andrew Jamieson	Cabinet Member for Finance
Cllr Greg Peck	Cabinet Member for Commercial Services & Asset Management.
Cllr Graham Plant	Vice-Chairman and Cabinet Member for Growing the Economy.
Cllr Martin Wilby	Cabinet Member for Highways, Infrastructure & Transport.

Other Members Present:

Cllr Steve Morpew
Cllr Alexandra Kemp
Cllr Bev Spratt
Cllr Julie Brociek-Coulton
Cllr Vic Thomson

Executive Directors Present:

Tom McCabe	Executive Director of Community & Environmental Services and Head of Paid Service.
James Bullion	Executive Director of Adult Social Services
Abdus Choudhury	Deputy Monitoring Officer (for the Chief Legal Officer and Monitoring Officer)
Simon George	Executive Director of Finance & Commercial Services
Fiona McDiarmid	Executive Director of Strategy & Governance
Sara Tough	Executive Director of Children's Services

Also Present:

Lorne Green Police & Crime Commissioner for Norfolk (For item 7 only)

1 Apologies for Absence

There were no apologies for absence.

2 Minutes

The minutes from the Cabinet meeting held on Monday 2 December 2019 were agreed as an accurate record and signed by the Chairman.

3 Declaration of Interests

There were no declarations made.

4 Items of Urgent Business

4.1 There were no items of urgent business.

5 Public Question Time

5.1 The list of public questions and responses is attached at Appendix A.

5.2 Mrs Marilyn Heath asked the following supplementary question on behalf of Ms Sara Heath.

Mrs Heath stated that Sara was also a Norfolk resident who required services and today Sara should have been starting the second week of supported work experience, which wasn't happening as no PA had been supplied by the County Council, despite provision in her care plan and funding being available. She continued that also, on Friday 10 January, many PA's had not been paid their wages by Norfolk County Council and carers or disabled people had spent most of the day phoning payroll for information, with some people remaining unpaid at the end of the day. Mrs Heath added that these were the services we should be receiving as part of our care plans and personal budgets so when the response to the substantive question talked about all Norfolk residents requiring services, where are our services as we are not getting a service.

In response, the Chairman said that regarding the specific points raised he would ask the Executive Director of Adult Social Services to speak with Ms Heath outside of the meeting to address the issues and added that Norfolk County Council was trying, with finite resources, to cater for all residents and businesses in Norfolk.

5.3 As a supplementary question, Mr Taylor said the Care Minister had stated that further cuts to adult social care should be unnecessary as the funding provided should stabilise the situation. However, alongside failing to rule out further allowance rises for yourselves, you insist cuts are still necessary for adult social care. He asked who we should believe and how can we have sufficient faith to campaign for additional funding with you, particularly when you see support for debt management for service users as a positive thing.

In response, the Chairman said that Norfolk County Council had already confirmed it wanted to campaign for additional funding with users. Regarding the specific point raised he asked the Cabinet Member for Adult Social Care, Public Health and Prevention to respond.

The Cabinet Member responded that the Chairman had already confirmed that Norfolk County Council would like to campaign with users for further funding for Norfolk because, even though the amount of money being spent was rising every year, the demand for services was going up purely because people were living longer and therefore the demographic demand in Norfolk for social care was increasing. Therefore, even though we were spending more money, demand was going up even more and Norfolk was more adversely affected by the good news that people were living longer and because we had more people in that age range than in other parts of the country.

6 Local Member Questions/Issues

6.1 The list of Local Member questions and the responses is attached at Appendix B.

6.2 Cllr Alexandra Kemp stated that following the tragic death of a young Norfolk woman, the Domestic Homicide Review recommended ongoing training for front-line professionals across Norfolk, to spot the signs of domestic abuse, ask the question and save women's lives. As a supplementary question, Cllr Kemp asked why the Home Office ending funding in March for the Domestic Abuse Champion Trainers had slipped beneath Cabinet's radar and urged Cabinet to save the service, put Domestic Abuse at the top of the Agenda, and bring the Equalities Working Group back

The Chairman deferred the question to the Cabinet Member for Children's Services who reassured Cllr Kemp that funding would continue for the next 12 months and that the staff involved would be receiving a letter soon informing them of the decision.

6.3 Cllr Julie Brociek-Coulton said she was glad the assessment near George White Primary School was going to be taking place soon and asked that consideration be given to the fact that another school crossing guard had already been removed and this guard was going to be looking after two schools. Cllr Brociek-Coulton added that she had already spoken to the Norfolk Fire & Rescue Service but reiterated it was essential the crossing guard for George White School and Mousehold Avenue School was retained.

Although not a specific question, the Chairman asked if the Cabinet Member for Communities & Partnerships had anything to add in response. The Cabinet Member reiterated that the crossing guard service would be assessed this week and the matter was in hand.

7 Norfolk Fire & Rescue Integrated Risk Management Plan 2020-2023

7.1 Cabinet received the report by the Executive Director of Community & Environmental Services setting out the revised IRMP following the public consultation.

7.2 The Chairman welcomed Lorne Green, Police & Crime Commissioner for Norfolk to the meeting.

7.3 The Cabinet Member for Communities & Partnerships introduced the report, highlighting the findings from the public consultation set out in Appendix B; the

Equalities Impact Assessment set out in Appendix C and the Integrated Risk Management Plan set out in Appendix D. The Cabinet Member added that the following proposals supported the “Together for Norfolk” ambition and were aimed at keeping Norfolk safe.

- Proposal 1 – Strengthening Fire Protection Resources.
- Proposal 2 – Developing a new concept of operations.
- Proposal 3 – We will explore the potential for co-responding.
- Proposal 4 – Maintain our specialist water rescue capability.
- Proposal 5 – We will adopt a national way of measuring emergency response.

7.4 The Police & Crime Commissioner (PCC) for Norfolk recognised the importance of public consultation and saluted Norfolk County Council and Norfolk Fire & Rescue Service for carrying out a consultation to capture public opinion. He added that he was currently consulting on raising the precept for policing next year and read the responses with interest. The PCC also recognised that Norfolk was a rural county which provided a challenge when everyone paid the same level of tax for services.

7.5 In response to the questions raised by the PCC, the following points were noted:

7.5.1 Norfolk County Council had sufficient resources to fund the IRMP and the proactive delivery of fire protection services across Norfolk. Funding was also available for retained fire-fighters.

7.5.2 Smoke alarms were provided by a community interest company who had contributed £5k for the initiative, although some smoke alarms were provided by the Rotary Club.

7.5.3 Co-responding across Norfolk was seen to be working well with the majority of members of the public seeing the initiative as positive.

7.5.4 The Executive Director of Community & Environmental Services stated that Norfolk Fire & Rescue Service had, in the past, had a dive team although the majority of work they had undertaken was outside of Norfolk, with Norfolk subsidising the costs. Norfolk County Council had made a decision to support water rescue rather than a dive team, and Norfolk Fire & Rescue Service continued to provide mutual aid to other authorities.

7.5.5 As the first anniversary of the Memorandum of Understanding (MOU) regarding collaboration had recently passed, the PCC issued a formal invitation to the Cabinet Member for Communities & Partnerships to join him in visiting other areas to carry out a study of other councils to see what could be learned and whether it would provide a valuable insight into their work. In reply, the Cabinet Member said that visits had been made to other areas before the collaboration had commenced but, although she would make no promises, she would consider the invitation carefully.

The Chairman reiterated that Norfolk County Council was content with the current collaboration arrangement.

7.6 The Cabinet Member for Children’s Services welcomed the thorough report and particularly welcomed the initiative to introduce additional fire control measures to reduce the risk of fire starting and to provide early detection at blocks of flats in Norwich. The Cabinet Member congratulated the Fire Service on the way it had handled the risk assessments for those blocks of flats which had been found to have the same cladding as the flats involved in the Grenfell Tower fire and the introduction of an enhanced operational response whilst waiting for a long-term solution.

7.7 The Cabinet Member for Growing the Economy identified that £100,000 of funding would be used to deliver fire prevention services for vulnerable people in Norfolk and the fitting of smoke detectors where required.

7.8 The Cabinet Member for Adult Social Services, Public Health and Prevention particularly welcomed the specialist water rescue service in Norfolk, one of which was available in Dereham near his division. He added that this was an important piece of the Strategy and that he fully endorsed the proposals in the report.

7.9 **Decision**

Cabinet considered and reviewed the report and **RESOLVED** to:

1. **Note** the changes to the draft Integrated Risk Management Plan 2020-23 as a result of the feedback from the public consultation, as set out in Appendix B of the report.
2. **Note** the findings of the Equality Impact Assessment, as set out at Appendix C of the report.
3. **Recommend to full Council** that they approve the Integrated Risk Management Plan for 2020-2023, as set out in Appendix D of the report.

7.10 **Alternative Options**

No alternative options were proposed, given that the proposed IRMP had been developed over some time and had been subject to public consultation.

7.11 **Reasons for Decision**

The IRMP was a requirement of the National Framework. The outcomes of the consultation had informed the development of the final version of the IRMP.

8 **Finance Monitoring Report 2019-20 P8: November 2019**

8.1 Cabinet received the report (including the exempt Appendix) by the Executive Director of Finance & Commercial Services, giving a summary of the forecast financial position for the 2019-20 Revenue and Capital Budgets, General Balances and the Council’s Reserves at 31 March 2020, together with related financial information.

8.2 The Executive Director of Finance & Commercial Services highlighted Table 1 of the report which set out the over/underspends by department; the Children’s Services overspend of £12.2m and asked Cabinet to bear this information in mind when they considered the Norfolk County Council Revenue 2020-21 and Medium-Term Financial Strategy. (Item 13 on the agenda).

8.3 The Cabinet Member for Finance stated that, as a result of continued pressure within Adult Social Care and Children's Services, Norfolk County Council was reporting an overspend of £3.7m, although officers were confident measures had been put in place to mitigate the overspends and achieve a balanced budget at the end of the financial year.

Regarding the Capital Programme, the Cabinet Member advised that there were no significant changes to funding other than a minor reprofiling of expenditure.

8.4 The Chairman drew Cabinet's attention to the exempt Appendix containing commercially sensitive information which all Cabinet Members had received a copy of. Cabinet **agreed** not to discuss the exempt appendix in the meeting.

8.5 The Cabinet Member for Adult Social Care, Public Health and Prevention advised that the overspend in Adult Social Care department mainly related to the demand on purchase of care costs due to the changing demographic of the county. He added that work was being carried out to support people and try to mitigate the demand, also adding that for next years budget the department would be looking at ways to manage and support the independence agenda adopted by Norfolk County Council in 2019.

8.6 The Cabinet Member for Children's Services advised that Children's Services department was aware of the financial pressures it faced, particularly regarding special guardianship orders which although beneficial to families had financial pressures attached. He added that the Government had recognised that more money was required for education services and that the final Dedicated Schools Grant funding was still awaited.

8.7 **Decision**

Cabinet **RESOLVED** to

- **Recommend** to County Council an addition to the capital programme to fund Scottow Enterprise Park deferred purchase costs, as set out in the exempt Appendix 3.
- **Note** the period 8 forecast general fund revenue overspend of £3.696m noting also that Executive Directors will take measures throughout the year to reduce or eliminate potential overspends.
- **Note** the period 8 forecast shortfall in savings of £4.916m, noting also that Executive Directors will take measures throughout the year to mitigate savings shortfalls through alternative savings or underspends;
- **Note** the forecast General Balances at 31 March 2020 of £19.623m, before taking into account any over/underspends;
- **Note** the expenditure and funding of the revised current and future 2019-22 capital programmes.

8.8 **Alternative Options**

In order to deliver a balanced budget, no viable alternative options have been identified to the recommendations in the report.

8.9 **Reason for Decision**

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

Appendix 1 summarises the revenue outturn position, including:

- Forecast over and under-spends
- Changes to the approved budget.
- Reserves.
- Savings.
- Treasury Management and
- Payments and debt performance.

Appendix 2 summarises the capital outturn position, and includes:

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

9 Social Infrastructure Fund

- 9.1 Cabinet received the report by the Executive Director of Finance & Commercial Services setting out proposals to establish a capital social infrastructure fund with an annual budget of £1m, together with information about how the council would manage the fund and proposing criteria for eligibility and expenditure.
- 9.2 The Chairman and Cabinet Member for Strategy & Governance introduced the report, highlighting that the County Council had received a number of requests to support community projects which had previously been funded on an ad hoc basis and added that it was now the intention of Norfolk County Council to formalise the process to help develop community capacity by establishing a £1m capital only Social Infrastructure Fund.
- 9.3 The Cabinet Member for Highways, Infrastructure & Transport fully supported the initiative, adding that communities often found it difficult to obtain funding and this could assist them in having the confidence to seek funding.
- 9.4 The Cabinet Member for Adult Social Care, Public Health and Prevention said that the schemes in the past had achieved a positive impact on communities. He added that he fully supported the initiative which would help communities plan schemes, knowing the fund was available and would also allow democratisation of the process which was valuable in delivering projects within communities.
- 9.5 The Chairman highlighted that this scheme would be available on an annual basis.
- 9.6 The Cabinet Member for Finance said he looked forward to sitting on the Board, adding that this was an initiative all Councillors could broadcast to their communities and small groups to encourage them to apply for a share of the fund. The Cabinet Member also referred to the proposal that the fund would be managed within the Finance & Commercial Services directorate, with Audit oversight provided by Norfolk Audit Services, both of whom usually charged fees

for undertaking the work. The Chairman added that given the direction of the grant, he considered that the fees should be waived.

9.7 **Decision**

Cabinet **RESOLVED** to

1. **Approve** earmarking £1m in the annual capital budget starting in 2020/21 for a social infrastructure fund.
2. **Approve** the proposed internal management arrangements set out in the paper.
3. **Approve** the proposed criteria and rules for a social infrastructure fund set out in the Appendices to the report.
4. **Invite** officers to develop the detailed application processes, paperwork and timetables.

9.8 **Alternative Options**

Refer to Cabinet Report.

9.9 **Reason for Decision**

Setting up a Social Infrastructure Fund is considered to be the most effective way of supporting community and voluntary sector groups in a clear, auditable and transparent way.

10 **NCC Nurseries Limited Business Plan**

- 10.1 Cabinet received the report by the Executive Director of Finance & Commercial Services providing details of the Business Plan for NCC Nurseries Limited to 31 March 2021.
- 10.2 The Executive Director of Finance & Commercial Services introduced the report, highlighting that this was the first Business Plan, which would develop over time. He added that officers had worked quickly to respond to the sudden closure of the Great Yarmouth Community Trust and provide a service for the children and parents affected.
- 10.3 The Chairman advised that the scheme had been successful to date and asked for his thanks to be recorded to all the staff involved in getting the company established. The Chairman added that the day to day running of the company was now the responsibility of the Board of NCC Nurseries Limited and it was expected that a break-even position would be achieved by the end of the 16 month contract in March 2021.
- 10.4 The Vice-Chairman and Cabinet Member for Growing the Economy also wished to record his thanks, on behalf of the community in Great Yarmouth, to the officers involved in the initiative, adding that the 315 children and their parents involved in the sudden closure welcomed the initiative. He continued that Norfolk County Council, in responding to the sudden closure of the Great Yarmouth Community Trust had shown it could react quickly to an emergency situation to keep the nurseries running.

10.5 The Cabinet Member for Children’s Services also recorded his thanks to the staff in Children’s Services who had been involved in the scheme and in getting the units running again quickly. He also reiterated how quickly Norfolk County Council had responded to the emerging situation.

10.6 The Executive Director of Children’s Services advised that she had personally visited the nurseries involved before Christmas 2019 and had spoken to the staff and families who had praised the positive way Norfolk County Council had worked to support the affected staff and families.

10.7 The Chairman particularly recognised the team effort involved within the short timescale.

10.8 **Decision**

Cabinet reviewed the report and **RESOLVED** to:

- Approve the NCC Nurseries Limited Business Plan to 31 March 2021 to ensure they reflect the aspirations of the shareholder.

10.9 **Alternative Options**

The County Council, as Shareholder, could set alternative objectives for the newly created company and request a revised Business Plan.

10.10 **Reason for Decision**

NCC Nurseries Limited Board has approved a Business Plan and is subsequently seeking Cabinet’s consent to operate the Company in accordance with the Business Plan.

11 **NCC HH Limited Business Plan**

11.1 Cabinet received the report by the Executive Director of Finance & Commercial Services providing details of the Business Plan for NCC HH Limited to 31 March 2021.

11.2 The Chairman introduced the report for the company to provide alternative educational provision to meet the needs of existing pupils on the school roll of Horatio House until year 10 students had found alternative placements and year 11 students had completed their GCSE examinations in June 2020.

11.3 The Cabinet Member for Innovation, Transformation & Performance commended the work carried out by NCC officers which would give the GCSE students the stability and ability to study for their exams.

11.4 The Cabinet Member for Children’s Services highlighted that this project had again shown what NCC could do in an emergency situation and that Horatio House was now in position to enable it to allow those year 10 and year 11 children to continue with their education.

11.5 **Decision**

Cabinet reviewed the report and **RESOLVED** to:

- Approve the NCC HH Limited Business Plan to 31 March 2021 to ensure they reflect the aspirations of the shareholder.

11.6 **Alternative Options**

The County Council, as Shareholder, to set alternative objectives for the newly created Company and to request a revised Business Plan.

11.7 **Reason for Decision**

NCC HH Limited Board has approved a Business Plan and is subsequently seeking Cabinet's consent to operate the Company in accordance with the Business Plan.

12 **Fee Levels for Adult Social Care Providers 2020/21.**

12.1 Cabinet received the report by the Executive Director of Adult Social Services setting out the proposal to implement fee uplifts for the 2020/21 financial year in accordance with specific contractual obligations where they exist and otherwise as set out in the report.

12.2 In introducing the report, the Cabinet Member for Adult Social Care, Public Health & Prevention highlighted the fact that last year an inflation busting increase to reflect the difficulties in the care market had been implemented, adding that one of the key issues was the impact of paying a living wage. He added that he was keen to support the care market and the living well initiative.

The Cabinet Member drew attention to Table 1 (Inflation Uplifts by Sector) on page 242 of the report, adding that providing for the uplift percentage increases shown amounted to an additional £12m cost to Norfolk County Council for the next year.

The Cabinet Member continued by highlighting that the current minimum wage was £8.21 per hour. The Department had been working on an assumption that this would increase to £8.67 per hour, however the confirmed amount had been notified as £8.72 per hour which was +5p more than expected. He added that every 1p in the cost of the living wage added £200k in costs to Norfolk County Council resulting in an unexpected extra pressure of almost £1m. The Cabinet Member advised that efforts would be made to meet the cost pressure when the budget was set in February 2020 but he wished to flag up the additional pressure at this stage to reassure service users and lessen any further worries created by uncertainty.

The Cabinet Member endorsed the report and moved the recommendations.

12.3 The Cabinet Member for Finance endorsed the comments of the Cabinet Member for Adult Social Care, Public Health & Prevention, adding that every effort would be made to address the additional cost pressures.

12.4 **Decision**

Cabinet considered the report and **RESOLVED** to:

Agree the approach to fee uplifts for the 2020/21 financial year as set out below:

- a) In respect of contracts where an inflation index or indices are references an uplift is implemented to match any changes in the relevant index or indices.
- b) In respect of contracts where there is a fixed price for the duration of the contract, no additional uplift in contract prices takes place.
- c) In other contracts, where the Council has discretion in relation to inflationary uplifts, that uplifts are considered in line with those set out in the report.
- d) In the case of residential and nursing care any final uplift including other adjustments is subject to formal consultation with implementation being through the use of Chief Officer delegated powers following that process.

12.5 **Alternative Options**

Cabinet could seek further savings from elsewhere in order to meet all assumed pay and price increases for the care market. However, due to the late stage in the budget planning process, and the extent of savings already required for 2020-21, it is felt that this could present additional risks and is not recommended.

12.6 **Reasons for Decision**

Refer to paragraphs 2.1 to 2.12.14 of the Cabinet report.

13 **Norfolk County Council Revenue Budget 2020-21 and Medium Term Financial Strategy (MTFS) 2020-24.**

13.1 Cabinet received the report by the Executive Director of Finance & Commercial Services and the Executive Director of Strategy & Governance setting out the council's budget setting process for 2020-21.

13.2 The Executive Director of Finance & Commercial Services referred to the recommendations under section 8(g) which were to note the advice of the Executive Director of Finance & Commercial Services on the financial impact of an increase in council tax. The Executive Director also highlighted that the proposed 2020-21 Revenue Budget was balanced but there was a forecast MTFS gap of £35m in 2021-22.

13.3 The Chairman reiterated that the recommendations under item 8 were for Cabinet to recommend to full Council and to **note** the advice of the Executive Director of Finance & Commercial Services as the Section 151 Officer under 8(g).

The Chairman also reiterated that the budget for 2020/21 was being formed on the basis of delivering a balanced budget and that hard choices were necessary. He added that the £1.4bn overall Budget and the separate Capital Programme was designed to be used across all communities and residents in Norfolk.

The Chairman continued by saying that the spend within Adult Social Care and Children's Services was continually increasing and now formed almost 70% of the budget spend, adding that finite resources needed to be spent in response to the pressures and using a council tax increase and social care precept was necessary to help ease those pressures.

- 13.4 The Cabinet Member for Finance gave a comprehensive introduction to the report, during which the following points were noted:
 - 13.4.1 The budget proposals had been set during a period of unprecedented uncertainty and the need to respond to demographic changes to provide the best possible services to Norfolk people; making transformational changes in service delivery.
 - 13.4.2 Investment in Adult Social Care would increase by £35m to meet the cost pressures and the ambition of promoting independence for vulnerable adults.
 - 13.4.3 The net budget was proposed to increase from £409.3m in 2019-20 to £427.7m in 2020-21.
 - 13.4.4 £23m was being invested in Children's Services.
 - 13.4.5 £900k additional funding in Community & Environmental Services Department had been allocated for the Norfolk Fire & Rescue Service with further resources to help deliver the programme of environmental policies agreed by Council in November 2019.
 - 13.4.6 The Revenue Budget had focused on supporting the sustainability and transformation programme set out in the Plan "Together for Norfolk" to deliver on Council priorities and lead to a better quality of life for Norfolk residents.
 - 13.4.7 The Cabinet Member highlighted that within Service Departments there were economic and infrastructure pressures of approximately £15m, as well as £7m for legislative requirement including the national living wage, together with demographic pressures of £19m. The Cabinet Member highlighted the fact that with the additional cost pressures Norfolk County Council needed to make additional savings just to remain at its current position.
 - 13.4.8 The Cabinet Member also advised that he believed the proposed budget was robust and achievable and although the final settlement announcement had not yet been made, this was expected in late January/early February. Work was being carried out, with both local MPs and the Government to lobby for a positive outcome from the Fair Funding Review. It was expected that Spending Review announcements would be made later in 2020.
 - 13.4.9 Adult Social Care and Children's Services departments remained under pressure and the proposed Council Tax increase of 3.99% (incorporating a 1.99% general increase and 2.0% for the Adult Social Care precept) would help to address the shortfall in the budget for Adult Social Care.

- 13.4.10 The Cabinet Member for Finance stated that a robust and sustainable budget could be delivered to maintain services in the future, while remaining financially sound.
- 13.5 The Cabinet Member for Adult Social Care, Public Health & Prevention congratulated the Cabinet Member and the Finance Department for their hard work in producing the report, adding that given that local government finances were under pressure, the fact we were still able to produce a robust budget should be commended. The Cabinet Member added that he was aware Adult Social Care placed great demand on the budget and thanked Members for supporting the service. The Cabinet Member continued by saying that he hoped to continue to work with the NHS to focus the whole of the health and social care economy on prevention rather than just intervention when people were already in crisis to try to find a long-term solution to the pressures.
- 13.6 The Cabinet Member for Innovation, Transformation & Performance congratulated the Cabinet Member and the Finance team on the work carried out, saying that challenges had been faced over the past few years. He added that he awaited the result of the spending review with interest.
- The Cabinet Member continued that transforming services allowed the Council to make efficiencies and improve services for residents, for example changing the way people worked to free up time and empowering people through the better broadband initiative.
- 13.7 The Cabinet Member for Children's Services thanked the Cabinet Member for the budget, adding that Children's Services department would be supporting savings and inputting into the budget and if families could remain together the budget would benefit, for example one looked after child less in care had a significant positive impact on the budget.
- 13.8 The Vice-Chairman and Cabinet Member for Growing the Economy congratulated the Cabinet Member for the report, although he wished to record his frustration at the failure of Highways England to deliver on the improvements on the A47 which the business case had identified would have helped towards achieving a balanced budget by increasing income into the county. The Cabinet Member expressed his pleasure at the Great Yarmouth 3rd River Crossing project commencement.
- 13.9 The Cabinet Member for Finance thanked Cabinet for its comments and said he fully endorsed the comments made by other Cabinet Members, all of which would help improve the lives of Norfolk residents by offering better services.
- 13.10 The Chairman highlighted that, as set out in paragraph 9.2 of the report, the provisional Local Government Finance Settlement for 2020-21 had not been confirmed. The Chairman also highlighted the results of the public consultation, where the majority of people who had responded had been supportive of the proposals.
- 13.11 **Decision**

Cabinet **RESOLVED** :

- 1) To **note** the statements regarding the uncertain planning environment, robustness of budget estimates, assumptions and risks relating to the 2020-21 budget, and (due to the unique level of uncertainty for budget setting this year) authorise the Executive Director of Finance and Commercial Services, in consultation with the Leader of the Council and the Cabinet Member for Finance, to make any changes required to reflect Final Local Government Finance Settlement information (if available), or changes in council tax and business rates forecasts from District Councils, in order to maintain a balanced budget position for presentation to Full Council.
- 2) To **note** the findings of public consultation as set out in Appendix 5, and consider these when recommending the budget changes required to deliver a balanced budget as set out in Appendix 1.
- 3) To **note** the council's duty under the Equality Act 2010 to have due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 4) To **delegate** authority to the Leader of the Council to approve a response to the consultation undertaken on the provisional Settlement.
- 5) To **note** the budgetary implications of the latest advice from the Government in relation to deficits on the High Needs Block of the Dedicated Schools Grant as set out in section 5 of Appendix 1.
- 6) To **note** the decision by Norfolk Leaders, acting as the Pool Board, in respect of the membership of the 2020-21 Business Rates Pool, use of 2018-19 funds available, and the associated risks, as set out in section 8 of Appendix 1.
- 7) To **note** the potential implications of the new CIPFA Financial Management Code as detailed in section 14 of Appendix 1, and agree to develop an action plan to enhance the council's compliance with the code for the 2021-22 financial year to be presented to Cabinet for approval during 2020-21 as part of the budget setting process.
- 8) To **agree to recommend to County Council:**
 - a) The level of risk and budget assumptions set out in the Robustness of Estimates report (Appendix 4), which underpin the revenue and capital budget decisions and planning for 2020-24.
 - b) The principle of seeking to increase general fund balances in 2020-21 and that any additional resources which become available during the year should be added to the general fund balance wherever possible.
 - c) The findings of public consultation (Appendix 5), which should be considered when agreeing the 2020-21 Budget (Appendix 1).
 - d) An overall County Council Net Revenue Budget of £427.660m for 2020-21, including budget increases of £110.148m and budget decreases of -

£91.781m as set out in Table 11 of Appendix 1, and the actions required to deliver the proposed savings.

- e) The budget proposals set out for 2021-22 to 2023-24, including authorising Executive Directors to take the action required to deliver budget savings for 2021-22 to 2023-24 as appropriate.
- f) With regard to the future years, that further plans to meet the remaining budget shortfalls in the period 2021-22 to 2023-24 are developed and brought back to Cabinet during 2020-21.
- g) To **note** the advice of the Executive Director of Finance and Commercial Services (Section 151 Officer), in section 6 of Appendix 1, on the financial impact of an increase in council tax, and confirm, or otherwise, the assumptions that:
 - i) the council's 2020-21 budget will include a general council tax increase of 1.99% and a 2.00% increase in the Adult Social Care precept, an overall increase of 3.99% (shown in section 6 of Appendix 1) based on the current discretions offered by Government and as recommended by the Executive Director of Finance and Commercial Services.
 - ii) the council's budget planning in future years will include council tax increases of 1.99% for planning purposes, as set out in the Medium Term Financial Strategy (MTFS Table 4 in Appendix 2). These council tax assumptions have regard to the level of referendum threshold expected to be set for the year, and take into account the Government's historic assumptions that local authorities will raise the maximum council tax available to them. The final level of council tax for future years is subject to Member decisions annually.
 - iii) no future increases in the Adult Social Care precept in 2021-22 onwards are assumed based on current Government policy but that these will be subject to Member decisions annually within and informed by any parameters defined by the Government.
 - iv) if the referendum threshold were increased in the period 2021-22 to 2023-24 to above 1.99%, or any further discretion were offered to increase the Adult Social Care precept (or similar), then it is likely that the Section 151 Officer would recommend the council take advantage of this flexibility in view of the council's overall financial position as set out in the assumptions in section 5 of Appendix 1.
- h) That the Executive Director of Finance and Commercial Services be authorised to transfer from the County Fund to the Salaries and General Accounts all sums necessary in respect of revenue and capital expenditure provided in the 2020-21 Budget, to make payments, to raise and repay loans, and to invest funds.
- i) To **agree** the Medium Term Financial Strategy 2020-24 as set out in Appendix 2, including the two policy objectives to be achieved:

- i) Revenue: To identify further funding or savings for 2021-22 and 2023-24 to produce a balanced budget in all years 2020-24 in accordance with the timetable set out in the Revenue Budget report (Table 1 of Appendix 1).
- ii) Capital: To provide a framework for identifying and prioritising capital requirements and proposals to ensure that all capital investment is targeted at meeting the Council's priorities.
- j) The mitigating actions proposed in the equality and rural impact assessments (Appendix 6).
- k) **Note** the planned reduction in non-schools earmarked and general reserves of 37.9% over five years, from £88.709m (March 2019) to £55.109m (March 2024) (Reserves Table 6 in Appendix 3);
- l) **Note** the policy on reserves and provisions in Section 3 of Appendix 3;
- m) **Agree**, based on current planning assumptions and risk forecasts set out in Appendix 3:
 - i) for 2020-21, a minimum level of general balances of £19.623m, and
 - ii) a forecast minimum level for planning purposes of
 - 2021-22, £25.982m;
 - 2022-23, £26.343m; and
 - 2023-24, £26.431m.

as part of the consideration of the budget plans for 2020-24, reflecting the transfer of risk from Central to Local Government, and supporting recommendations;
- n) **Agree** the use of non-school Earmarked Reserves, as set out in Reserves Table 5 of Appendix 3.

13.12 **Alternative Options**

Refer to the Cabinet Report.

13.13 **Reason for Decision**

Refer to paragraph 4 of the Cabinet Report.

14 **Capital Strategy & Programme 2020-21**

14.1 Cabinet received the report by the Executive Director of Finance & Commercial Services presenting the proposed capital strategy and programme and included information on the funding available to support the programme. The report summarised the development of the proposed capital programme, including proposed new schemes, and a summary of forecast capital receipts.

14.2 The Chairman highlighted the major programmes and schemes included in the report, together with the new schemes it was proposed to add to the capital programmes, the full details of which were set out in paragraphs 2.5 and 2.6 of the report.

- 14.3 The Cabinet Member for Finance introduced the report which presented the proposed capital strategy and programme including information on the funding available to support the programme.
- 14.4 The Cabinet Member for Adult Social Care, Public Health & Prevention endorsed the report and said that he fully supported the strategy.
- 14.5 The Cabinet Member for Highways, Infrastructure & Transport agreed that highway improvements were essential to achieve better infrastructure in Norfolk. He referred Cabinet to the Transforming Cities Funding bid, where Norfolk was one of 12 cities included in a bid for a share of a £1.2bn fund to develop the Greater Norwich area to transform transport in Norwich. He added that the business case had been submitted and a decision was expected in March 2020.

The Cabinet Member agreed that the Great Yarmouth 3rd River Crossing was essential for Norfolk and thanked the team for progressing the scheme and said he looked forward to seeing it built and become operational.

- 14.6 The Cabinet Member for Children's Services said that a lot of residents didn't realise how much money was spent on capital projects in Norfolk for education purposes, adding that Children's Services was spending money on Special Educational Needs (SEND).
- 14.7 The Cabinet Member for Communities & Partnerships highlighted the investment in the Castle Keep project which, on completion, would increase revenue income through an uplift in visitors.
- 14.8 The Cabinet Member for Environment and Waste welcomed the investment in recycling centres and highlighted that investment in recycling was currently the biggest ever in Norfolk.
- 14.9 The Vice-Chairman and Cabinet Member for Growing the Economy welcomed the report and, together with transport and infrastructure projects such as the Norwich Western Link, the A47, A140 Long Stratton bypass and rail improvements, would make travelling easier for the people of Norfolk.
- 14.10 The Cabinet Member for Finance highlighted the capital investment in Adult Social Care, Children's Services, Environmental Services and Infrastructure which would all help drive the economy in Norfolk.
- 14.11 The Chairman stated that the programme of investment in Norfolk would support the new Government's infrastructure revolution in the whole country.

14.12 **Decision**

Cabinet **RESOLVED** to:

1. **Note** known grant settlements as summarised in Section 3 of the report and agree that future capital grants would be added to the programme when confirmed;

2. **Note** the estimated capital receipts to be generated, subject to market conditions, over the next three years to support schemes not funded from other sources, as set out in Table 5 of the report.
3. **Agree** the Capital Strategy at Appendix A as a framework for the prioritisation and continued development of the Council's capital programme.
4. **Agree** the proposed 2020-23+ capital programme of £536.577m.
5. **Refer the programme to County Council** for approval, including the new and extended capital schemes outlined in Appendix D of the report.
6. **Recommend to County Council** the Council's Flexible Use of Capital Receipts Strategy for 2020-21 to 2021-22 as set out in Section 5 of the report.

14.13 **Alternative Options**

Refer to the Cabinet report.

14.14 **Reason for Decision**

The Annex attached to the report summarises the development of the proposed capital programme, including proposed new schemes, and a summary of forecast capital receipts.

15 **Highways Capital programme 2020/21/22/23 and Transport Asset Management Plan.**

- 15.1 Cabinet received the report by the Executive Director of Community and Environmental Services summarising the government settlement and proposed allocations for 2020/21. The report also included the successful competitive bids that had already secured significant funding from the Local Growth Fund (LGF), via the New Anglia Local Enterprise Partnership (NALEP) as well as the Department for Transport's (DfT) "National Productivity Investment Fund" for improvements and the DfT "Challenge" and "Incentive" funds for maintenance.
- 15.2 The Executive Director of Communities and Environmental Services introduced the report which set out the emerging high assets and planned improvements to be delivered over the next 4 years.
- 15.3 The Cabinet Member for Highways, Infrastructure & Transport, in moving the recommendations, highlighted the following details from the report:
- The six main aims of the LTP –
 1. Managing and maintaining the transport network.
 2. Delivering sustainable growth.
 3. Enhancing strategic connections.
 4. Improving accessibility.
 5. Reducing transport emissions
 6. Improving road safety.
 - The maintenance fund.
 - The outcome of the submitted funding bids to the DfT.
 - The popular Parish Partnership Scheme.
 - The Local Member budget, which Councillors could use to spend on highway projects in their Divisions.

- The improvements to the junction at Hempton.

15.4 The Cabinet Member for Innovation, Transformation & Performance thanked the Cabinet Member for Highways Infrastructure & Transport and the Community & Environmental Services team for the funding being made available to improve safety at the Hempton junction which was a very busy junction in his Division.

15.5 **Decision**

Cabinet **RESOLVED** to **approve**:

1. The Highways Capital Programme including the proposed draft allocations and programme for 2020/21 and indicative allocations for 2021/22/23 (as set out in Appendices A, B, C and D of the report).
2. The Transport Asset Management Plan (TAMP) for 2020/21 to 2024/25.

15.6 **Alternative Options**

Refer to the Cabinet Report.

15.7 **Reason for Decision**

Refer to paragraph 5 of the Cabinet Report.

16 Residual Waste: Procurement and Suffolk Inter-Authority Agreement.

16.1 Cabinet received the report by the Executive Director of Community & Environmental Services proposing the continuation of an existing agreement with Suffolk County Council so that some of Norfolk's left-over rubbish could continue to be treated via Suffolk's waste PFI contract beyond 2021 to 2027.

The report also revisited the decision made by Cabinet in October 2019 to procure new residual waste services, reaffirming the need for the procurement but noting it would now need to cater for around 20,000 tonnes per year less than forecast.

16.2 The Cabinet Member for Environment & Waste, in moving the recommendations in the report, advised that the proposal was to continue an existing agreement with Suffolk County Council and use the Great Blakenham Energy from Waste facility to dispose of Norfolk's left-over rubbish.

16.3 **Decision**

Cabinet **RESOLVED** to:

1. **continue** the arrangement with Suffolk County Council for the delegation of certain limited residual waste disposal functions where:
 - a) The arrangement represents value for money.
 - b) The continuation is from 01 April 2021 and is for six years in principle and which could be extended for up to a further two years.

- c) The initial tonnage is around 20,000 tonnes a year with the potential to vary in line with available capacity.
2. **delegate** to the Executive Director, Community and Environmental Services in consultation with the Cabinet Member for Environment and Waste the approval of any documents together with any other acts or instruments required to continue the arrangement.
3. **approve** use of the procurement strategy and the commencement of a procurement process to secure services to process, treat and dispose of Norfolk's residual municipal waste as agreed by Cabinet in its decision of 07 October 2019, having taken account of the reduction in the estimated annual tonnage requirement from 2021 to approximately 180,000 tonnes a year.

16.4 **Alternative Options**

The County Council could decide not to continue the agreement beyond 2021 and the decision to begin a procurement exercise made by Cabinet on 7 October 2019 would remain in place.

16.5 **Evidence and Reason for Decision**

Prices in the procurement for services from 2021 will not be known until companies bid for those contracts. However, based on current prices, feedback from market testing and the experiences of other local authorities, continuing the agreement represents good value for the County Council when the overall cost of continuing the agreement are considered, ie the cost of treatment and transport combined.

This is because it is highly likely that some of the prices offered by the market could be higher than the overall cost of a continued agreement. In addition, some current contract prices are higher than the overall cost of continuing the agreement and continuing the agreement would provide partial protection from inflation risk and secure an alternative to landfill disposal.

17 **Norfolk Museums Service 5-Year Strategic Framework.**

- 17.1 Cabinet received the report by the Executive Director of Community and Environmental Services outlining how the Norfolk Museums Service 5-year Strategic Framework delivered on Norfolk County Council's three strategic outcomes of Growing the Economy, Thriving People and Strong Communities.
- 17.2 The Executive Director of Community & Environmental Services introduced the report which sets out plans to develop and grow the Norfolk Museums Service over the next five years.
- 17.3 The Cabinet Member for Communities & Partnerships highlighted the detailed investment and money brought to the county, together with the Mission and Vision for the next five years.

- 17.4 The Vice-Chairman and Cabinet Member for Growing the Economy endorsed the report which would help bring additional visitors to Norfolk.
- 17.5 The Cabinet Member for Adult Social Care, Public Health & Prevention endorsed the report and congratulated everyone involved in the Service, adding that the external income represented excellent value for money to council-tax payers. He commended the well-run Service and the achievement of securing Arts Council England investment. The Cabinet Member also welcomed the work on health and wellbeing, particularly delivering accessible dementia-friendly and autism-friendly programmes and also working with Public Health on the Norfolk County Council Prevention Strategy.
- 17.6 The Cabinet Member for Innovation, Transformation & Performance also fully endorsed the report and the work being done in partnership with other areas and with stakeholders including Arts Council England, together with the improving digital skills initiative through a collaborative approach with key public and private partners, including the UEA and Norwich University of the Arts.
- 17.7 The Cabinet Member for Communities & Partnership highlighted that £86k had been allocated to assist the digital skills project.

17.8 **Decision**

Cabinet **RESOLVED** to **approve**:

1. the Norfolk Museums Service's 5-year Strategic Framework.
2. To commend Norfolk Museums Service's key goals and performance outcomes.

17.9 **Alternative Options**

Refer to the Cabinet Report.

17.10 **Reason for Decision**

Refer to paragraph 4 of the Cabinet Report.

18 Environmental Policy for Norfolk – Member Oversight Group.

- 18.1 Cabinet received the report by the Executive Director of Community and Environmental Services setting out the proposed Terms of Reference for the Member Oversight Group to help develop the work and to deliver the commitments outlined in the Environmental Policy for Norfolk.
- 18.2 The Cabinet Member for Environment & Waste introduced the report and moved the recommendations.
- 18.3 The Cabinet Member for Children's Services supported the initiative and welcomed the all-member involvement.

18.4 **Decision**

Cabinet **RESOLVED** to:

1. **Approve** the Terms of Reference for the Environmental Policy for NCC Member Oversight Group, as set out in Appendix A of the report.
2. **Agree** to review the new Member Oversight Group arrangements after 12 months to ensure they are fit for purpose.

18.5 **Alternative Options**

Cabinet may wish to amend or enhance the Terms of Reference set out in the report.

18.6 **Reason for Decision**

Establishing the Member Oversight Group will enable cross-party input into the implementation of actions associated with the Environmental Policy for NCC.

19 **Annual Investment and Treasury Strategy 2020-21.**

19.1 Cabinet received the report by the Executive Director of Finance & Commercial Services presenting the Council's borrowing and investment strategies for 2020-21.

19.2 The Cabinet Member for Finance introduced the report, which formed an important part of the overall management of the Council's financial affairs and detailed the criteria for choosing investment counterparties and managing the authority's underlying need to borrow for capital purposes.

The Cabinet Member highlighted the provisions made for borrowing, together with details of debt maturity.

19.3 In response to a question from the Vice-Chairman and Cabinet Member for Growing the Economy, the Cabinet Member for Finance advised that the Great Yarmouth 3rd River Crossing project did not have the additional 1% interest rate added when the rate increased on 9 October 2019. The Cabinet Member also confirmed that more money had been borrowed than was actually required to take advantage of borrowing money at a lower rate of interest.

19.4 **Decision**

Cabinet **RESOLVED** to:

- **Endorse and recommend to County Council**, the Annual Investment and Treasury Strategy for 2020-21, including:
 - The capital prudential indicators included in the body of the report;
 - The Minimum Revenue Provision Statement 2020-21;
 - The list of approved counterparties at Appendix 4, including working capital facilities for NCC Nurseries Limited (maximum £0.250m), NCC HH Limited (maximum £0.250m) and Independence Matters CIC (Maximum £1m) to be made available from the date of approval by County Council;
 - The treasury management prudential indicators detailed in Appendix 5.

19.5 **Alternative Options**

Refer to the Cabinet report.

19.6 **Reason for Decision**

Refer to paragraph 4 of the report.

20 Risk Management

20.1 Cabinet received the report by the Executive Director of Finance & Commercial Services setting out the latest corporate risks.

20.2 The Chairman introduced the report, which included those risks which came under the remit of Cabinet and asked each Cabinet Member to provide a brief update of the latest position for each risk.

20.2.1 **Risk RM001** – Realising infrastructure funding requirements to achieve the infrastructure ambition of the Business Plan.
The Cabinet Member for Highways, Infrastructure & Transport advised that the funding application had been submitted and the risk was being managed.

20.2.2 **Risk RM002** – The potential risk of failure to manage significant reductions in local and national income streams.
The Cabinet Member for Finance advised that the risk was being managed by working with budget owners and central Government.

20.2.3 **Risk RM003** – Potential for failure to comply with information compliance and information security requirements.
The Chairman and Cabinet Member for Strategy & Governance advised that a six-month review to reduce demand and increase capacity would take place.

20.2.4 **Risk RM004** – The potential risk of failure to deliver effective and robust contract management for commissioned services.
The Cabinet Member for Finance advised that contract management risk was considered by the Corporate Select Committee regularly. The Transformation Strategy would improve contract management.

20.2.5 **Risk RM006** - The potential risk of failure to deliver our services within the resources available for the period 2018/19 to the end of 2020/21.
The Chairman and Cabinet Member for Strategy & Governance highlighted that this risk formed part of the budget setting proposals going forward.

20.2.6 **Risk RM007** – Risk of inadequate data quality resulting from poor data governance, leading to poor decisions being made affecting outcomes for Norfolk citizens.
The Chairman and Cabinet Member for Strategy & Governance referred to the progress update which highlighted value and integrity checks to ensure risks were mitigated before they became risks.

- 20.2.7 **Risk RM010** – The risk of the loss of key ICT systems including – internet connection; telephony; communications with cloud-provided services; the Windows and Solaris hosting platforms.
The Cabinet Member for Innovation, Transformation and Performance highlighted that IT systems were vitally important and various tasks mitigated the risk including the LAN project which was due to be completed by the end of January. Exercises had taken place to ensure staff could work from other locations in the event of County Hall being unavailable; MS Teams allowed staff to keep in touch; a cyber-attack exercise had been completed and a business continuity exercise completed. The risk score had reduced to 3.
- 20.2.8 **Risk RM013** – The potential risk of failure of the governance protocols for entities controlled by the Council, either their internal governance or the Council's governance as owner. The failure of entities controlled by the Council to follow relevant guidance or share the Council's ambitions.
The Cabinet Member for Commercial Services and Asset Management advised that the risk score was green and was meeting all targets although ways of improving governance were continually being explored.
- 20.2.9 **Risk RM016** – Failure to adequately prepare for and respond to a major disruption to Norfolk County Council services.
The Chairman and Cabinet Member for Strategy & Governance advised that this risk was linked to Risk RM010. The score was currently amber. The resilience team was auditing the plans and an annual audit was underway.
- 20.2.10 **Risk RM022** – Potential changes in laws, regulations, government policy or funding arising from the UK Leaving the European Union, which may impact on Council objectives, financial resilience and affected staff ('Brexit').
The Cabinet Member for Growing the Economy advised that the risk mainly related to a "no deal" Brexit. Norfolk County Council was preparing for any eventuality and was in contact with MHCLG. He added that the report would now be updated following the election of the new Government.
- 20.2.11 **Risk RM023** – Failure to respond to changes to demography, funding and government policy, with particular regard to Adult Social Services.
The Cabinet Member for Adult Social Care, Public Health and Prevention advised that the risk reflected the fact that was a demographic pressure. He added that there were six key points which outlined the NCC Strategy and he stressed how focused NCC was in tackling the issues faced in the day to day work of the department.
- 20.2.12 **Risk RM024** – Failure to construct and deliver the Great Yarmouth 3rd River Crossing within agreed budget and to agreed timescales (construction to be completed early 2023).
The Cabinet Member for Highways, Infrastructure & Transport advised that the budget of £121m had been agreed. The risk score was currently amber but the project was well placed to be completed in 2023.
- 20.2.13 **Risk RM026** – Legal challenge to procurement exercise.
The Cabinet Member for Finance advised that this risk sat with Risk RM004 and each procurement was considered on a case by case basis and was subject to formal review.

- 20.2.14 **Risk RM027** – Risk of failure of new Human Resources and Finance system implementation
The Cabinet Member for Innovation, Transformation and Performance advised that the new HR System would replace the current antiquated system. He added that it was hoped that the target score would be green by September 2021 and that the Select Committee regularly considered the risk.
- 20.2.15 **Risk RM028** – Risk of any failure to monitor and manage health and safety standards of third-party providers of services.
The Chairman and Cabinet Member for Strategy & Governance advised that it was expected the score would achieve its target score of 5 by March 2021, primarily around the work carried out by the departments.
- 20.2.16 **Risk RM029** – NCC may not have the employees with critical skills that will be required for the organisation to operate effectively in the next 2-5 years and longer term.
The Chairman and Cabinet Member for Strategy & Governance advised the score was expected to move to green in March 2021 with the savings and demand linking to the transformation programme.
- 20.2.17 **Risk RM030** – Realisation of Children’s Services Transformation change and expected benefits.
The Cabinet Member for Children’s Services advised that the transformation programme was progressing well and was being closely monitored.
- 20.2.18 **Risk RM031** – NCC Funded Children’s Services overspend.
The Cabinet Member for Children’s Services advised that the department was recruiting to two new posts – (Head of Social Work for Looked After Children and Head of Locality Corporate Parenting) which would have an impact on the overspend.
- 20.3 The Chairman endorsed the style of reporting the risks which provided good information and gave reassurance to portfolio holders of the work being carried out.
- 20.4 **Decision**
Cabinet considered the report and **RESOLVED** to:
1. **Agree** the key messages and key changes to corporate risks since the last risk management report in September 2019.
 2. **Note** the corporate risks as at mid-December 2019.
- 20.5 **Alternative Options**
None.
- 20.6 **Reason for Decision**
Not applicable as no decision is being made.
- 21 Corporately Significant Vital Signs Report – December 2019.**

21.1 Cabinet received the report by the Executive Director of Strategy & Governance presenting the current performance information for corporately significant vital signs. The purpose of the report was to provide Cabinet with an update on the current performance and to highlight the key challenges and to provide supporting information to the summary slides.

21.2 The Cabinet Member for Innovation, Transformation and Performance introduced the report which provided an update on the current performance and highlighted where there were drops in performance which needed addressing.

The Cabinet Member advised that from 2020 a new set of Vital Signs would be introduced which would help identify and address any areas of concern.

21.3 The Chairman and Cabinet Member for Strategy & Governance highlighted that retention of staff and reducing the vacancy rate was key and that the Council was performing well in retaining staff, although the stretch target was still to be met and needed further work.

21.4 The Cabinet Member for Adult Social Care Public Health & Prevention advised that delayed transfers of care attributable to Adult Social Care was dependant on the NHS. He added that Norfolk County Council still experienced issues of “batching” at the Norfolk & Norwich University Hospital which created pressure, as Norfolk County Council was required to find care packages for people discharged from hospital at very short notice which proved difficult. He added that Norfolk County Council was working closely with the NHS, but even after being regularly raised it remained a key contributor of the score on delayed transfers of care.

21.5 The Cabinet Member for Innovation, Transformation & Performance highlighted that future reports would align with Cabinet responsibilities and, whilst reporting what was going well would highlight problems to enable a focus to be maintained where performance was starting to drift in order to address them.

The Executive Director of Strategy & Governance reiterated that the focus would be on outcomes, showing impacts and informed Cabinet that the aspiration was to present future reports in a digital format which would allow current data to be included in an attempt to make reports more meaningful.

21.6 **Decision**

Cabinet reviewed the report and **RESOLVED** to:

1. **Note** the performance data and planned actions.

21.7 **Alternative Options**

N/A.

21.8 **Reason for Decision**

N/A.

22 Health, Safety and Wellbeing Mid-year Report 2019-20.

22.1 Cabinet received the report by the Executive Director of Strategy & Governance providing data and analysis on the Health, Safety and Wellbeing mid-year performance position for Norfolk County Council as an employer.

22.2 The Chairman and Cabinet Member for Strategy & Governance introduced the detailed report and highlighted the excellent work by the Health & Safety Manager in achieving the current position, although it was recognised there was still more work to be done.

22.3 Decision

Cabinet considered the report and **RESOLVED** to:

- Note the necessary steps required to provide the leadership needed to secure the improvements as identified in the report, including ensuring:
 - Managers review and investigate incidents in a timely way (target of 90% completed within 90 days, current performance 68%).
 - Services to support mental wellbeing and musculoskeletal health are fully utilised to support the reduction of absence and turnover in NCC (absence is currently 3.8% against a target of 3.5% and the number of employees retained for more than 2 years is 68.63% against a target of 80%).
 - Services improve the approach to change to reduce the impact this may have on mental health wellbeing.
 - All employees have completed all of the health and safety training needed to ensure they are competent in their role (training compliance issues were identified at 17% of monitoring visits against a target of ≤10%).

22.4 Alternative Options

N/A.

22.5 Reason for Decision

N/A

23 Dedicated Schools Grant (DSG) Funding

23.1 Cabinet received the report by the Executive Director of Children's Services presenting the changes to the distribution for the Dedicated Schools Grant from April 2020 in line with the Department of Education's National Funding Formula arrangements. This included the funding distribution formula that delegated the funding into maintained schools and academies who were responsible for using it to ensure the educational outcomes for their children.

23.2 The Cabinet Member for Children's Services introduced the report highlighting that the final Dedicated Schools Grant calculations of individual school allocations were not yet known.

23.3 **Decision**

Cabinet **RESOLVED** to **agree**:

1. The Dedicated Schools Grant funding and the changes to the schools funding formula;
2. To delegate decision making powers to the Executive Director of Children's Services, in consultation with the Lead Cabinet Member for Children's Services, to revise the funding cap once the final Dedicated Schools Grant calculations of individual school allocations are known.

23.4 **Alternative Options**

Refer to Cabinet Report.

23.5 **Reason for Decision**

Schools Forum agreed to Option 2 of the consultation with schools, despite the majority of responses to the consultation being in support of Option 3 (and equal numbers in support of Option 1 and Option 2). As detailed earlier in this report, this was an extremely difficult decision for the members of the Schools Forum to make and came with the request to the Council that no further application was made for a Schools Block to High Needs Block transfer in excess of the 0.5% agreed for 2020-21 to protect that funding available to schools to invest at a local level.

A summary of the consultation responses from Schools is included in Appendix B and further details regarding Schools Forum's considerations can be found within their publicly available agenda and minutes.

Applying the MFG of 1.84% provides most support to those schools losing per-pupil funding whilst ensuring that the vast majority of schools receive the total gains calculated through the NFF. Protecting local schools from sharp funding changes and, based upon the modelling undertaken for the schools' consultation, will mean that all schools will receive an increase in funding (on a like-for-like basis).

24 Education Landscape and School Place Sufficiency

24.1 Cabinet received the report by the Executive Director of Children's Services focusing on Local Education Policy; Admission Coordination and Policy for 2021/22 and the annual Schools Local Growth and Investment Plan.

24.2 The Cabinet Member for Children's Services introduced the report highlighting the policy and included minor amendments to the policy which had been agreed by Children's Services Committee in 2017 to reflect the move to a Cabinet System of governance.

It was not proposed to amend the Admissions Policy.

Cabinet was being asked to note and endorse the Local Schools Growth and Investment Plan which outlined how Norfolk County Council planned for sufficient school places in response to demographic growth and decline.

24.3 The Chairman endorsed the issue relating to the challenges faced and how they could be funded and said he looked forward to seeing the details of the proposal for new funding schemes for schools local growth and investment.

24.4 The Cabinet Member for Adult Social Care, Public Health & Prevention supported the initiative for Federation schools and Leadership which would offer more support to small schools.

24.5 The Cabinet Member for Finance agreed that small schools should be supported for as long as possible.

24.6 **Decision**

Cabinet **RESOLVED** to:

- 1 A **Agree** the amended policy approach including a district focus on planning for demographic growth and decline.
- B **Agree** amendments to processes for capital prioritisation and school organisation taking account of the new Cabinet system.
- 2 **Agree** the Admission Coordination and Policy for 2021/22.
- 3 **Note and endorse** the Schools Local Growth and Investment Plan.

24.7 **Alternative Options**

The key alternative option would be to retain the status quo. Change is advocated to support statutory compliance, accelerated improvement and efficient use of resources.

24.8 **Reason for Decision**

In addition to the discussion under 1.1.13 further evidence on the achievement in small schools is contained in Appendix D.

Decisions regarding amendments to local education policy are designed to accelerate school improvement and reduce costly repeat intervention.

The decision regarding admission policy is proposed to ensure Norfolk County Council, as Admission Authority, remains compliant with statutory expectations.

The proposed Local Schools and Investment Plan provides the necessary detail to ensure we provide sufficient school places and prioritise capital appropriately.

25 Disposal, acquisition and exploitation of property

25.1 Cabinet received the report by the Executive Director of Finance & Commercial Services setting out proposals aimed at supporting Norfolk County Council (NCC) priorities by exploiting properties surplus to operational requirements, proactively releasing property assets with latent value where the operational

needs can be met from elsewhere and strategically acquiring property to drive economic growth and wellbeing in the county.

25.2 The Cabinet Member for Commercial Services & Asset Management introduced the report, highlighting that Cabinet was being asked to formally declare the properties identified in the recommendations as surplus to requirements.

The Cabinet Member also drew attention to Recommendation 5 in the report, highlighting that the current letting policy for county farm tenancies offered detailed provision and requirements for applicants applying for farms for the first time. He continued that, as no definitive policy was in place, there was an expectation from existing tenants that the initial terms would continue to be extended until tenants reached retirement age. The proposed new policy would govern extensions and renewals of the main farm business tenancies.

25.3 The Cabinet Member for Adult Social Care, Public Health & Prevention endorsed the proposals and the fact that Norfolk County Council should be free to buy and sell property which could release land to people that wanted to make better use of it.

25.4 **Decision**

Cabinet **RESOLVED** to:

1. Formally declare the 20 Clarence Road, Great Yarmouth (6009/071) surplus to County Council requirements and instruct the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Cabinet Member for Commercial Services & Asset Management is authorised to accept the most advantageous offer.
2. Formally declare the 13 property assets as listed in Table 1 surplus to Council requirements and instruct the Head of Property to dispose. In the event of a disposal receipt for an individual property exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Cabinet Member for Commercial Services & Asset Management is authorised to accept the most advantageous offer.
3. Formally declare the Thatched Cottage, Long Stratton (7067/018) surplus to County Council requirements and instruct the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Cabinet Member for Commercial Services & Asset Management is authorised to accept the most advantageous offer.
4. Formally declare the Primary School, 3 Dell Loke, Trowse with Newton (7108/015) surplus to County Council requirements and instruct the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Cabinet Member for Commercial Services & Asset Management is authorised to accept the most advantageous offer.

5. Endorse and adopt the proposed renewal of farm business tenancies policy.

25.5 **Alternative Options**

Declaring land holdings and buildings surplus is a result of the sites no longer being required for service delivery. The alternative would be to retain resulting in incurring holding costs for an asset that is not contributing to service delivery.

The alternative to adopting a policy for renewal of farm business tenancies is to retain the current situation.

25.6 **Reason for Decision**

Declaring land holdings and buildings surplus to County Council use means that the Corporate Property Team can consider options for the disposal and exploitation of these sites.

Adoption of a policy for renewal of farm business tenancies help ensures that only the best and most able tenants are let holdings.

26 **Delegated Decisions Reports**

Cabinet **noted** the following Cabinet Member Delegated Decisions:

26.1 **Cabinet Member for Highways, Infrastructure and Transport:**

- Winterton, Beach Road Waiting Restriction.
- Norwich Transforming Cities Bid – Funding Submission
- Cromer, The Gangway, Clearway Order

26.2 **Cabinet Member for Commercial Services and Asset Management:**

- Plot sale at Industrial Land off London Road, Attleborough.

The meeting ended at 12.25pm.

Chairman



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

Cabinet
13 January 2020
Public & Local Member Questions

Agenda Public Question Time
item 5

Question 1 from Mr Jim Elliott

Will Norfolk ever stop transporting our residual waste outside of the County for treatment as I see you are proposing to continue sending 180,000 tonnes to Suffolk till 2027?

Response:

The arrangement with Suffolk County Council only relates to a part of Norfolk's waste and has proven effective for several years and it is sensible to consider what part that arrangement could play in the medium term.

Question 2 from Mr Jim Elliott

In view of our climate change emergency when will we process this waste in Norfolk?

Response:

When looking at our future options we will continue to evaluate the carbon effects of the options available to us. However, it is important to recognise that the more efficient treatment options being used deliver carbon benefits that outweigh the effects of taking waste out of Norfolk.

Question from Ms Sara Heath

The most vulnerable people in Norfolk, profoundly disabled 18-64yrs. and their carers are in despair owing directly to this council's version of MIG cuts and resultant charges from their fixed income, with no way of increasing income or even getting DWP rises. PM Johnson stated he wants NCC s MIG cuts reversed and has pledged funding for ASC for the next 5 years. All MPS at DNNNGs lobby of parliament were against it. Family carers are responsible Norfolk residents saving this County £1.9billion. Their focus is the welfare of their cared for person, else they would not be caring.

Is this administration incapable of any opinion but their own?

Response:

Thank you for your question. My administration is happy to listen to any and all opinions from the public and we encourage as many people as possible to take part in our consultation processes. However, we must weigh our decisions against providing a balanced budget that allows us to continue to provide services to all residents of Norfolk.

Question from Mr Clive Shipp

In September 2018 the then Prime Minister, announced that austerity was coming to an end (repeated by then Chancellor last March). In spite of this, last April, disabled people in Norfolk were hit with huge increases in social care charges.

In his autumn statement the Chancellor stated categorically that austerity is over and announced a substantial injection of cash for social care. The claim was repeated many times by the Prime Minister and others during the election campaign. Yet Norfolk's disabled people face another huge increase in charges this spring.

Why are disabled people in Norfolk being excluded from benefiting from austerity being over?

Response:

The Spending Round 2019 and subsequent announcements have provided welcome and much-needed additional funding for Norfolk County Council in 2020-21. However, these additional resources have been substantially absorbed by ongoing demand and demographic pressures, and national and local policy decisions, and the unfortunate reality is that after nearly a decade of reductions, the new funding falls far short of removing the need to continue to deliver significant savings to set a balanced budget. It is also important to recognise that while the proposed budget includes raising the further 2% of council tax for the Adult Social Care precept in 2020-21 (which will provide valuable extra funding), it is not a sustainable solution in the long term to continue to pass the burden of funding adult social care onto council tax payers.

The council's share of the new £1bn provided for social care amounts to £17.6m. The £1bn provided nationally for 2020-21 is intended for both children's and adults' services – and is insufficient to fully meet the needs of either. The council continues to face very significant cost pressures across all areas of social care – for example, the Government's announcement of the national living wage for next year will increase this direct pressure above the amount within the budget to £7.8m (£6.9m is included within the budget) to become the single biggest cost driver for Adult Social Services. In total, spending pressures to deliver social care total £57.9m for the next financial year (£34.6m for adult social care and £23.3m for children's services). As such, the additional funding only helps to reduce the level of new savings to be found and is unfortunately insufficient to remove the need to identify new proposals and certainly does not provide the scope for existing deliverable savings to be removed.

Looking at the financial position of social care more widely, in spite of the additional funding, short and medium term pressures remain. There is continued uncertainty about the level of social care funding beyond 2020-21, and in particular whether this funding will increase in line with anticipated cost pressures, which severely limits the ability to plan effectively. There is no doubt that demographic pressures on adult social care will increase further in the longer term, and there is a widespread consensus that social care funding needs to be put on a more secure and sustainable long term footing. Until this happens, the council will continue to face very significant challenges in delivering social care within the resources available.

In short, the major cost pressures within the council's 2020-21 budget are such that in spite of the additional funding for next year, the council doesn't have any significant leeway to reverse past decisions or remove previously planned savings (such as the Minimum Income Guarantee changes), unless equivalent reductions are made to other, existing services. The council is legally required to set a balanced budget and part of this process includes taking account of the additional costs and demand for services and reviewing options for how services can best be delivered within our known available resources. The council is keen to work with the new Government on fair and sustainable

funding, and is actively communicating the cost pressures faced along with details of what would be necessary to resolve them.

Question from Mr Nicholas Taylor:

How are you monitoring the admitted damage caused by MIG cuts to the lives of working age disabled, and what ratio of suffering to funding, especially but not only in the light of recent funding commitments from government, would prompt a rethink of the 2019/20 and 2020/21 budgets?

Response:

We work closely with all service users to provide support regarding debt management and to ensure that people can discuss any concerns regarding their care and support plans. The current and proposed budget must balance our funding position against service delivery, this is important to ensure the continuity of critical services to people in Norfolk. These plans have necessarily included the phased implementation of a charging policy for contributions towards non-residential care that is in line with the Government's guidance and most other similar county councils. We continue to press the Government for a sustainable funding position for social care that can meet rising pressures from inflation and demand for services, together with a clear and equitable system for individual's contributions towards the costs of their care. We monitor cases individually through the relationship between service recipients and their social worker.

Appendix B

Agenda Local Member Issues/Questions item 6

Question from Cllr Alexandra Kemp

Prevention of Domestic Abuse in Norfolk

Sadly, three people every week are killed by violent partners; the numbers of people attempting suicide, as a result of domestic abuse, are higher. Norfolk County Council has a team of Domestic Abuse Change Champion Trainers based in Children's Services, who are training 2,000 people as Domestic Abuse Change Champions, to spot hidden signs of domestic abuse and provide support. They train hospital staff, social workers and businesses. Their pioneering Domestic Abuse Champion training for hairdressers is nationally recognised. Unfortunately funding runs out this April, but the need will not. Will the Leader make sure that this important Prevention Service continues and expands?

Response:

The Domestic Abuse Co-ordinators have done an excellent job in training Children's Services staff and partners in understanding the issues relating to domestic abuse and ensured ongoing learning with well attended events and updates. Their posts were funded by the Home Office for a ring-fenced period and without this funding the Domestic Abuse agenda and related issues for victims, perpetrators and children would have been less well known across the services in Norfolk. They also trained and raised awareness of the domestic abuse assessment tools across Norfolk's services.

The development of the Domestic Abuse Champions has been a particular strength of their work. These champions have also had training in all aspects of domestic abuse and the DASH assessment tool so they can undertake assessments and give advice to their staff.

In the new operating model for Children's Services there will be specialist staff whose job it will be to provide direct work with victims, perpetrators and affected children. Another aspect to their role will be advice and support to the workforce and some specific training to staff through direct work with front line teams and by acting as mentors within the service.

The issue of maintaining and growing the Champions role is still being discussed but there is recognition that this is something that should be maintained. This may fall within the remit of the Intensive Support Team service or it may have a better multi-agency fit as a priority for the Local Safeguarding Children's Partnership, a decision which will be made in February. A sub-group of the Board would then take forward the maintenance of this network of workers with specialist domestic abuse workers across the agencies working within communities in Norfolk.

There is a current piece of work taking place with Norfolk Police, Children's Services Commissioning Team and myself to look at a strategy for Children's Services that compliments the Norfolk County Council strategy and ensures that we identify what is needed for our staff and for the families of Norfolk in order that these needs are met equally across the County by either in-house or a commissioned service.

There is a new Head of Service role for the Intensive Support Service and a Head of Practice. The Head of Service is now in post and as the current Domestic Abuse lead for Children's Services I will be discussing the learning from the Domestic Abuse Champions' role so he can consider this within his new service.

Question from Cllr Julie Brociek-Coulton

Could I please ask, when the assessment of crossings near schools has been handed over to the Fire Service, why Members were not notified and how long will it take for the crossing near George White Primary School to be assessed as we haven't had a traffic crossing attendant there for 18 months and with the traffic coming over the brow of the hill at more than 30mph and 3 near misses of pupils trying to cross the crossing just before Christmas, this is more urgent than ever for Sewell District.

Response:

Management of school crossing patrols was transferred across to Fire in April 2019. As a Service based in our communities, it was felt that this was a good operational fit.

I understand that you have been in contact with officers and they have committed to getting it completed as a priority. Now that schools have returned following the Christmas break, I am happy to confirm that the assessment is being carried out this week. I will ensure officers keep you updated on progress.

Cabinet

Item 7

Decision making report title:	King's Lynn Transport Strategy and Implementation Plan
Date of meeting:	3 February 2020
Responsible Cabinet Member:	Cllr Wilby (Cabinet Member for Highways and Infrastructure)
Responsible Director:	Tom McCabe (Executive Director Community and Environmental Services)
Is this a key decision?	No

Introduction from Cabinet Member

A transport study has been carried out for King's Lynn by the Borough and County Councils. This has included extensive data collection, model building, option testing and stakeholder engagement. A draft King's Lynn Transport Strategy report – August 2019 has been prepared and this includes an implementation plan of transport schemes that address the priorities and objectives. Delivering the measures identified in the strategy and implementation plan will have positive benefits for the town. Not only will they address issues on the transport network such as congestion and accessibility, but they should also help to make King's Lynn more attractive to economic investment and help existing businesses within the town.

Executive Summary

The draft King's Lynn Transport Strategy report – August 2019 and the implementation plan have been presented to stakeholders and they have provided written feedback. We have taken account of the key issues raised in the consultation. The main stakeholder issues are addressed in paragraphs 2.2 to 2.5 and the full summary of the responses are in Appendix A.

The implementation plan will provide a pipeline of possible transport schemes and measures, agreed between the Borough and County Councils, that can be developed to respond to funding opportunities as they arise.

Further work is in train to develop some measures in the plan and further scheme development work is proposed in 2020 subject to identifying additional revenue funding.

The Borough Council of King's Lynn and West Norfolk also propose to endorse and agree the strategy. A report will be taken to their Regeneration and Development Panel on 28 January and to their Cabinet on 3 February 2020.

Recommendations

1. To agree and adopt the King's Lynn transport strategy and implementation plan
2. To establish a West Norfolk Transport and Infrastructure Steering Group, consisting of Elected Members from both Councils, to oversee and advise on these matters within the Borough area.
3. To note that work on a Sustainability Appraisal is being carried out in conjunction with work on the Local Transport Plan.

1. Background and Purpose

- 1.1. Working in partnership with the Borough Council of King's Lynn and West Norfolk, officers have carried out study work and devised a transport strategy for King's Lynn. This work includes an implementation plan of transport schemes which address the identified issues and challenges and can be developed further for implementation subsequent to identifying suitable funding sources and any further scheme specific consultation. The strategy report and implementation plan has undergone a stakeholder consultation.
- 1.2. This work has come forward to prepare the two local authorities for when future transport funding opportunities arise for King's Lynn projects. Often there is very little time to develop schemes when funding streams are announced, so this work will enable us to be in a strong position to respond.
- 1.3. The study commenced in early 2018 with a data gathering exercise including a stakeholder workshop to present and get feedback on the identified issues and opportunities. Stakeholders invited included a range of representative organisations including cycle groups, business representatives such as the Chamber of Commerce and King's Lynn Business Improvement District, bus and rail operators and interest groups and environmental bodies.

From this a vision and objectives were defined. Extensive traffic surveys were carried out in summer 2018 and transport models were built to test and examine possible highway schemes designed to address the issues. As well as testing potential highway schemes, a raft of other measures were identified across all modes of transport and a long list of schemes was prepared. These measures were influenced by the current and emerging Local Transport Plan for Norfolk and were then assessed against the objectives to determine a list of suitable schemes or implementation plan.
- 1.4. The stakeholder consultation comprised a presentation of the emerging plan to stakeholders on 24 September 2019, including a question and answer session, followed by a three week period for written responses.

2. Proposals

- 2.1. The Stakeholder feedback is summarised in a table at Appendix A which includes a column of responses to each point or issue. These responses have been prepared jointly by the Borough and County officers.
- 2.2. A key issue raised was the need for a comprehensive car parking strategy for the town. This has already been recognised and the Borough Council has engaged consultants Aecom to carry out this work to feed into their Future High Street Fund bid and potentially work on their Town Fund/Deal. Both of these funding streams have the potential to deliver key schemes in the implementation plan.
- 2.3. It was also pointed out by stakeholders there is more emphasis on capital schemes in the plan than revenue schemes (e.g. supporting bus services). The reason for this is that both councils have limited revenue streams for transport funding and most of the funding opportunities that arise are usually grant funding for capital schemes. Government has recently committed to increasing investment into supporting bus services. Officers will investigate how this might be drawn down to benefit bus services in the county.
- 2.4. References were also made by stakeholders to the Bus Services Act 2017 in the expectation that this would provide a source of revenue funding to Local Authorities for supporting additional bus services. However, in reality, this act sets out how local authorities can work side by side with operators to deliver a shared vision for bus services in their area with the operators providing the services and the local authority a free flowing road network often with priority measures for the buses to run on. Where practicable, the implementation plan includes such measures.
- 2.5. Some comments were also made about the plan being “business as usual” with no references to reducing carbon emissions. Following the recent adoption of the new Norfolk County Council Environmental policy, which includes working towards carbon neutrality by 2030, and the updating of the Norfolk Local Transport Plan (and its Sustainability Appraisal, which is being overseen by a Member Task and Finish Group), these two documents will be followed in the development of the transport measures in the implementation plan.
- 2.6. Stakeholders also raised public transport issues, in particular that the strategy should accommodate public transport and be more ambitious about it. The strategy sets out a package of measures including a variety of options across all modes of transport. Table 6.1, in Appendix B, sets out the short-term actions on public transport. These include improved access to the bus station, reducing outbound delays at various locations and improvements for the ferry. Medium and long-term actions are included in Tables 6.6 and 6.10 in the appendix.

- 2.7. The implementation plan, see Appendix B, for the strategy sets out a range of strategic and local highway capacity improvement schemes alongside improvement schemes that could address issues with reliability on the existing bus network. These sit alongside the potential to make further improvements to the existing cycling and walking network to further support the already high mode share for journey to work for these active modes of travel.
- 2.8. A single mode or option cannot address the transport issues in King's Lynn. As such a package of measures is required including strategic and local car and non-car based options, that enhance:
- Local Highway Network capacity;
 - Strategic Highway Network capacity
 - The bus provision;
 - Rail services and King's Lynn Railway Station;
 - Walking and Cycling infrastructure;
 - Parking provision and management; and
 - Smarter Choices (e.g. Travel Plans).
- 2.9. Within the Implementation Plan the transport schemes have been categorised and labelled as:
- Timescale
 - Short Term (S)
 - Medium Term (M)
 - Long Term (L)
 - Mode / Type of Scheme
 - Public Transport (PT)
 - Active Modes (AM)
 - Traffic Signals (TS)
 - Highway Network (HN)
 - Travel Management (TM)
- 2.10. The Implementation Plan is set out in Appendix B. The timeframes indicate how long it would take to develop and implement each scheme assuming funding is available.

3. Impact of the Proposal

- 3.1. The proposal will provide a pipeline of possible transport schemes and measures, agreed between the Borough and County Councils, that can be developed to respond to funding opportunities as they arise.
- 3.2. An early agreed priority was developing a congestion improvement scheme at the Southgates roundabout, which is a known pinchpoint for traffic entering the town, and changes to London Road at the South Gate itself to enable the Borough Councils regeneration aspirations for that area of the town. These measures are subject to ongoing feasibility work which is shortly expected to

be completed. This work will also provide a conclusion to the experimental trial of removing the traffic lights from the London Road/Valingers Road junction

- 3.3. The proposed changes to London Road emerging from the ongoing feasibility work are to widen the southbound approach to the roundabout and to divert the northbound traffic around the South Gate rather than through it. This will enable the Borough Councils Heritage Action Zone (HAZ) regeneration proposals. NCC officers are working with the Borough Council to make a funding bid for these measures from the Future High Streets Fund (FHSF).
- 3.4. The emerging proposal for Southgates Roundabout is to elongate it to the southwest using land the Borough Council have acquired and to fully signalise the approaches including facilities for pedestrians and cyclists. This improvement measure could form part of a Towns Fund bid that will build on the FHSF work.
- 3.5. The conclusion of the trial scheme at the London Road/Valingers Road junction, where the traffic lights have been turned off and the lane markings changed, is overdue as we hoped to announce the conclusion in autumn 2019. The report recommends putting the signals back and incorporating the adjacent signalised pedestrian crossing closer to Valingers Road. It also recommends some other changes to pedestrian crossing along London Road. We are presently reviewing these recommendations to consider what should be implemented and how it is funded.
- 3.6. The study work to develop the implementation plan included examining initial proposals to improve traffic flow on Railway Road to reduce emissions and improve local air quality. It also investigated high level proposals to allow other vehicle types to use Hardings Way. No firm conclusions were reached and further detailed work is required and revenue funding is currently being identified to develop these ideas further.
- 3.7. We are awaiting the outcome of a Business Rates Pool bid for investigating improvements to the one-way system on Railway Road and to look at options for Hardings Way in terms of whether it is useful to let other vehicle types use it, or if measures to encourage greater use by buses and active modes should be pursued.

4. Evidence and Reasons for Decision

- 4.1. Over recent years Kings Lynn has not benefitted from significant funding from government sources like the New Anglia Local Enterprise Partnership (LEP). The Transport Strategy and Implementation Plan will provide a pipeline of schemes that have been derived from a sound evidence base and been informed by stakeholder opinion. Some measures are being developed further already and when funding sources are identified they can be taken forward for detailed design and construction. For other schemes in the implementation plan, these can be further developed to suit possible future funding programmes as appropriate, for example from the LEP.

5. Alternative Options

- 5.1. The alternative option would be not to agree and adopt the King's Lynn transport strategy and implementation plan. Although the work on the implementation will still stand, it will not carry as much weight with potential scheme funders if it is not seen to have been adopted by the Borough and County Councils.

6. Financial Implications

- 6.1. There are no further financial implications to finalising the implementation plan and King's Lynn Transport Strategy report. This work has been funded by £150k from the Norfolk Business Rates Pool fund, with £75k match funding provided by both the Borough and County Councils to make a total of £300k.
- 6.2. As set out in 3.7, the outcome of a bid for funding to take forward some of the measures identified in the work is awaited. Officers will continue to investigate all sources of potential funding for the other measures identified. The work done to date provides vital evidence, and an up to date government approved traffic model, that puts the council in a strong position for successful bids.

7. Resource Implications

7.1. Staff:

The work on developing the Transport Strategy and Implementation Plan, including consultation, has been undertaken within existing resources. Any work commissioned to deliver some of the measures and monitoring the plan will be undertaken within existing staff resources.

7.2. Property:

None at this stage. Any impacts on property are only likely to arise from delivery of individual transport schemes. These will be identified at the implementation stage.

7.3. IT:

None at this stage.

8. Other Implications

8.1. Legal Implications

Some schemes in the implementation plan will require Traffic Regulation Orders (TRO) but these will be devised and consulted upon as part of the development of individual schemes.

8.2. Human Rights implications

None at this stage.

8.3. Equality Impact Assessment (EqIA)

An EqIA will be undertaken as part of the of the development of individual schemes and measures in the plan.

8.4. **Sustainability implications**

8.5. A Strategic Environmental Assessment (SEA) is being undertaken alongside the development of the Local Transport Plan. This is a requirement of the Environmental Assessment of Plans and Programmes Regulations 2004 and the implementation plan will sit under this overarching SEA.

9. Risk Implications/Assessment

9.1. There are no other significant issues and risks that arise from this decision. This work has enabled us to be in a strong position to respond to funding opportunities.

10. Select Committee comments

10.1. The matter was considered by Select Committee on 29 January. Comments will be reported orally to Cabinet.

11. Recommendations

- 11.1. **1. To agree and adopt the King’s Lynn transport strategy and implementation plan**
2. To establish a West Norfolk Transport and Infrastructure Steering Group, consisting of Elected Members from both Councils, to oversee and advise on these matters within the Borough area.
3. To note that work on a Sustainability Appraisal is being carried out in conjunction with work on the Local Transport Plan.

12. Background Papers

- 12.1.
 - King’s Lynn Transport Strategy report – Draft for consultation August 2019 (Appendix C)

Officer Contact

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

Officer name: Ian Parkes **Tel No.:** 01603 223288

Email address: ian.parkes@norfolk.gov.uk



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.

Appendix A – Stakeholder feedback summary

Issue Raised	Response
Car Parking	
No progress on car parking strategy which was required before the strategy work	The need for an over-arching car parking strategy which encourages the use of public transport, cycle and walking trips is identified as a challenge and a short term measure STM17 is proposed to Develop a Car Parking Strategy for King’s Lynn including an assessment of opportunities for Park and Ride
Car parking too cheap	It is recognised that bus fare levels in King’s Lynn are not competitive with town centre car parking charges so this will be a material consideration in the car parking strategy work
Friars residents parking	A residents parking scheme for The Friars area was considered but scored low in the appraisal process due to its limited transport impact. However, residents parking schemes could be investigated as part of the parking strategy work
Alternative approach is to take cars out of town using external car parks and rapid bus delivery into town, which could be called a strategy to optimise people movement	“Providing an over-arching car parking strategy which encourages use of public transport particularly for short journeys, outside the scope of cycle and walking trips, to support the bus network and leverage additional investment” has been identified as a challenge and will be considered during the forthcoming short term measure STM17, to Develop a Car Parking Strategy for King’s Lynn including an assessment of opportunities for Park and Ride
Need more work on Park and Ride	The need for an over-arching car parking strategy which encourages the use of public transport, cycle and walking trips is identified as a challenge and a short term measure STM17 is proposed to Develop a Car Parking Strategy for King’s Lynn including an assessment of opportunities for Park and Ride
Need higher charges for car parks	This will be a material consideration in the car parking strategy work
Need to pursue an alternative strategy approach which includes demand management	This can be considered as part of the development of a parking strategy
Public Transport	
Options favour car use over public transport and will increase traffic not ambitious enough and fails to achieve the laudable objectives	The strategy sets out a package of short, medium and long-term options to address the transport issues in King’s Lynn and support sustainable economic growth. It includes a variety of options across all modes of transport

Adding ferry schemes is good but political	Although the improvements associated with the ferry scored low in the formal appraisal process they have widespread local support so were included
2017 Bus Services Act	<p>This sets out how local authorities can work side by side with operators to deliver a shared vision for bus services in their area with the operators providing the services and the local authority a free flowing road network often with priority measures for the buses to run on.</p> <p>2017 Bus Services Act – section 3.7 <i>The local authority's "side of the bargain" can involve providing bus-related facilities (such as bus stops, shelters, bus stations or even depots) and/or committing to take measures that directly or indirectly encourage bus patronage. Such measures could include - but are not limited to:</i></p> <ul style="list-style-type: none"> • <i>parking policies that encourage the use of public transport;</i> • <i>traffic management policies that prioritise buses; and</i> • <i>advertising and marketing campaigns to promote the use of local bus services</i>
<p>Against opening Hardings Way keep it bus only</p> <p>Hardings Way is part of a Doorstep Green so opposed to other traffic using it and what would happen at ends?</p>	All options for Hardings Way will require further investigation and development. This will include what changes would need to be made to the existing road network at the ends of the route and potentially beyond. It will be during that process, beyond the completion of the transport strategy work, that a conclusion will be arrived at as to what is the best option
Parkway station on NORA	A parkway station has previously been considered in conjunction with housing and employment growth south of the A47 between the A10 and the river. This area no longer features in the current KLWN Local Plan and for this reason one was considered but was not recommended to be taken forward. The idea of a parkway station on NORA could be considered.
Active travel at the expense of public transport which is needed for less able	The strategy proposes both active travel and public transport but is limited to capital schemes due to the limited availability of revenue funding

Need partnerships with bus companies Promote bus for those who can't travel actively	The strategy notes ongoing work to secure improved bus services ref 1.8 and working with operators to improve the fleet to encourage patronage ref 1.16. The key partnership with bus companies is providing an efficient highway network for the operators to run their services on and many measures in the strategy are targeted towards this.
Need higher frequency on 505 and earlier and later services	These are desirable outcomes but are not something the local authorities are empowered to deliver.
Need to focus more on public transport and solving the poor air quality problem	Alterations to the central one-way system are proposed in strategy measure MTP2 to smooth the traffic flow and reduce harmful emissions. Bus lanes and access to the bus station are proposed in strategy measure SPT1.
Supports bus priority measures and those to improve general traffic flow	There is limited scope for bus priority provision in King's Lynn due to road widths. In view of this measures to reduce congestion feature and these will benefit bus services. Notwithstanding measure MHN6 to improve traffic flows at Southgates roundabout will seek to incorporate bus priority measures.
Signal improvements at either end would enable buses to use Hardings Way more, in the off peak London Road is quicker	All options for Hardings Way will require further investigation and development. It is acknowledged that changes to traffic signal junctions at Millfleet, Wisbech Road and Southgates roundabout could make it more attractive to buses to use Hardings Way but it is also understood that in off peak periods, London Road may be a better routeing for bus services.
New housing will cause more traffic so need public transport alternatives	Developers of the proposed new housing growth will be required to assess and mitigate their transport impacts to the satisfaction of the local authorities. This is likely to include agreement on levels of public transport services. As set out in the 2017 Bus Services Act, <i>The local authority's "side of the bargain" can involve providing bus-related facilities (such as bus stops, shelters, bus stations..... traffic management policies that prioritise buses.....</i>
Cycling	
Need a cycle Route on the Edward Benefer Way from Estuary Road junction to the St Nicholas Retail Park	Strategy measure SAM5 refers to cycle lane continuity throughout the town and areas like this could be addressed under that measure

not adventurous enough – need more on public transport and cycling	The strategy sets out a package of short, medium and long-term options to address the transport issues in King’s Lynn and support sustainable economic growth. It includes a variety of options across all modes of transport
Southgate roundabout – lights cause congestion, bad for cyclists	Measure MHN6 is proposed to improve traffic flows at Southgates roundabout will seek to incorporate measures for non-motorised users.
Add references to the Norfolk Greenway work	This work looks at links for non motorised users between King’s Lynn and Hunstanton and will include links to the West Winch/North Runcton growth area using this former rail corridor and a culvert under the A47.
Pedestrians	
Crossing point needed near Vancouver Avenue/Goodwins Road	This was not suggested by stakeholders during the engagement process but can be considered further
Need more pedestrian priority Traffic volumes could cause severance in the town	There are various pedestrian priority schemes in the strategy spread across the town with a strong focus on crossing roads at key junctions.
Better pedestrian crossings on London Road	This issue has been identified and is being addressed by strategy measure SAM8 and a scheme could be implemented in conjunction with other schemes in the area.
More traffic free areas in the town centre	Pedestrianisation was not identified as a key driver of the study. However, measures arising from the Heritage Action Zone (HAZ) regeneration work could reduce traffic levels in certain areas making further pedestrianisation of parts of the town centre possible
Air Quality	
To improve air quality we need to reduce the dependency on car use. Greener vehicles and smoothing traffic flow is helpful but not as good	This is recognised and why the strategy includes Public Transport (PT) and Active Modes (AM) schemes as well as measures to smooth traffic flow and reduce congestion
Need balanced strategy favouring active modes More focus on active modes would help AQ	The strategy sets out a package of short, medium and long-term options to address the transport issues in King’s Lynn and support sustainable economic growth. It includes a variety of options across all modes of transport
Not enough on AQ	The key air quality areas are Railway Road and around the Gaywood Clock. The following measures have been identified.

	<ul style="list-style-type: none"> • STS11 looking at the traffic signals at the Gaywood clock • MAM4 new traffic link across the Sandline to distribute traffic away from the Gaywood Clock • MPT2 Town centre one-way system redesign • SPT1 Bus lane on Railway Road and bus station access via Albion Street
Congestion	
Congestion problems at Southgates Gates roundabout and need pedestrian crossings but any improvement needs to be sensitive to the Historic Southgate	These problems are understood and feasibility work is in hand to devise improvements to the junction and to divert the road from the Southgate to enable a HAZ project to regenerate the area
Extra road space for forecasts unlikely therefore congestion and air quality will get worse	Highway schemes are being investigated that make the best use of the existing road space. Alterations to the central one-way system are proposed to smooth the traffic flow and reduce harmful emissions Alterations to the central one-way system are proposed to smooth the traffic flow and reduce harmful emissions (MTP2)
Agrees that A149 needs dualling	Improvements to A149 form part of the strategy
Congestion outside QEH site	This is an acknowledged issue and measures have been implemented in recent years to improve the road outside the hospital entrance and at the A149 roundabout. A new hospital access onto the A149 has been proposed previously and this is still a possibility if a funding mechanism could be found.
Valingers Road - unconvinced by the 'trial'	Work has recently been completed on reviewing the trial and an announcement will be made shortly
Freezing of fuel duty has nationally added 4% to car use between 2011 and 2016 and converted 200m bus journeys per annum to car. This has increased congestion and caused bus services to be reduced and left non-car owners isolated	This is outside of the control of the Borough and County Council and indicates the background to the problems the strategy has to overcome
Planning	
The land use planning has generated disproportionate traffic growth and West Winch will increase congestion	The land use planning is set out in the Local Plan which identifies key constraints, which include flooding issues, and indicates why West Winch was the favoured location for large scale growth

Need to keep future housing growth in the town	The land use planning is set out in the Local Plan and recognises the key constraints for where new housing is located and on balance allocates the best locations. Due to the high numbers of houses required, of necessity many will be located outside the town
No jobs so greater outward commuting with impacts on the road network	The transport modelling has taken account of the growth set out in the Local Plan which includes locations of employment opportunities. Therefore, the impact of additional trips on the road network has been considered in understanding future conditions.
General comments	
Need a mode hierarchy	A mode hierarchy concept has not been adopted in determining the strategy but all modes are considered and the relative priority assigned to each will be location dependent
Focussed more on capital rather than revenue schemes	This is because the councils have limited revenue streams for transport funding and most of the funding opportunities that arise are usually grant funding for capital schemes
Shouldn't include maintenance schemes in strategy	These schemes have been presented in section 4 to indicate works that are already in train or programmed
Staggering school times is dismissed	We have examined schools start and finish times and between the different establishments they range between 8:00 and 8:55 for start times and 14:55 to 15:15 for finish times so there is already some stagger. As this would require wider policy decision-making it is not considered a transport initiative
Weightings in appraisal don't reflect stakeholder concerns and are political	The weightings are designed to reflect the relative importance of the transport issue as perceived by the public and politicians
Incomplete data and flawed conclusions – more of the same	Comprehensive data collection has been carried out for the study and this is set out in section 3
Members need to consider the social investment of moving people and support revenue as well as capital investments in roads.	This is understood but because the councils have limited revenue streams for transport funding, capital schemes feature prominently as the funding opportunities that arise tend to be capital grant funding
Need to model people not vehicle movements	The traffic modelling carried has been focussed on assessing the impact of key schemes that could have a beneficial impact on the town

Government forecasts are always too high	It is necessary to use government forecasts in economic appraisal of schemes otherwise they are unlikely to receive funding
Strategy is unstructured and has no focus	The strategy is based on a comprehensive data gathering exercise and the views of stakeholders. The focus has been to provide a balance across all modes and to improve travel mode choice
No representation for pro car lobby at stakeholder event	All relevant stakeholders were invited. Measures that could reduce congestion have been identified and further feasibility work is ongoing to develop solutions.
Need disability impact assessments on schemes	These impacts are best assessed during the detailed development stage of individual transport schemes that form the strategy
Need higher charges for car parks	This will be a material consideration in the car parking strategy work
No reference to reducing carbon emissions and changing business as usual	Norfolk County Council has just adopted a new Environmental policy, including carbon reduction aspirations, and is revising the Norfolk Local Transport Plan. These two documents will be followed in the development of the transport measures in the implementation plan.
Prioritise electric vehicles	Measures to prioritise electric vehicles are set out in Reference 8.3 way of infrastructure provision and engagement with employers

SHORT TERM (OPTIONS EXPECTED TO BE DELIVERED BY 2022)

The location of the short-term options is included in the figure below, detailed in tables 6-1 to 6-5.

Figure 6-1 - Transport Strategy Short Term Options



Table 6-1 – Options to encourage journeys by public transport (Short-term Public Transport – SPT)

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
SPT1 (1.10)	Access for buses to bus station via Albion Street; Improved Albion Road exit for buses	Bus lane on Railway Road and bus station access via Albion Street to reduce delay and journey times for buses. Improve the road layout design to provide an improved left turn onto Railway Road from Albion Street which is a tight turn. Current traffic light timings only allow 2 buses through (usually cars + buses to exit). More green time needed / change quicker when there are a number of vehicles waiting to exit	Benefits for bus access, egress and routing to the bus station, providing more reliable journeys and reducing journey time on some routes. Potential for switch from car to improved bus services. Local air quality benefits.	Provision of a bus lane may reduce capacity for other vehicular traffic	Prepare highway design options and test in tracking and the micro-simulation model. Adjust/optimize signal timings for exit from Albion Road	Norfolk County Council Bus Operators
SPT2 (1.19)	Reduction in outbound delays at Hansa Road, Hardwick Road junction outbound for public transport; Hansa Road yellow box improvements for traffic exiting retail park	Address traffic signal delays at the junction in the outbound direction which cause queues back to Southgate and beyond and impact on bus journey times as well as Southgates roundabout and London Road; Review yellow box usage and improvements at B&Q / Next to allow people to exit the retail park more easily	Benefits for all main road traffic in terms of journey times and queues.	Potential for additional delays for exiting retail park traffic and/or pedestrian movements	Prepare alternative highway design layouts to address the problem. Adjust/optimize the traffic signal timings for the main road outbound traffic flow / rationalisation of the pedestrian movements	Norfolk County Council
SPT3 (2.1)	Enhanced signage and publicity for King's Lynn ferry	Provide improved information and signage for the Ferry around the town and through information technology to further promote and encourage its use	Benefits for travel in King's Lynn and for the retention of this facility within the community	None	Design and provide locations for additional signing and information through web and social media	BCKL&WN and current Ferry Operator
SPT4 (2.2)	Additional car parking at West Lynn for the Ferry and secure storage for cycles	Provide improved and additional car parking at West Lynn alongside provision for secure cycle storage	Benefits for travel in King's Lynn and for the retention of this facility within the community	None	Develop a scheme for the improved parking provision and identify location for the cycle storage	BCKL&WN and NCC

Table 6-2 – Options to encourage journeys by actives modes (Short-term Active Modes – SAM)

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
SAM5 (4.2)	Cycle lane continuity through the town (including improved provision for cyclists including new routes / infrastructure / signage)	A number of areas where cycle provision and infrastructure could be improved have already been identified and it is proposed that these could be taken forward through further development of schemes to further optimise and promote their use. Areas where it would be beneficial to expand the cycle network around King's Lynn will also be included Historic Quayside route, town centre access and alternatives, major road crossing and safety provision	Improved uptake of cycling for all to provide greater social inclusion and a level of infrastructure provision that matches the already high level of people who use cycling as their main mode of travel for their work journey.	Disbenefits of improved cycle provision on other modes would be managed to ensure minimal impact	Develop designs for the identified locations where improvements are required and consult with local cycling group on specific schemes and measures for implementation.	BCKL&WN Norfolk County Council Cycle Action Group
SAM6 (4.10)	Port of King's Lynn highway design access improvements including pedestrians and cyclists at North Street and Cross Bank Road	In the vicinity of the Port of King's Lynn (North Street and Cross Bank Street) improve operations to reduce risks to vulnerable road users through better provision for industrial vehicles, incorporating appropriate pedestrian crossings and cycle lanes.	Improved safety and permeability for pedestrians and cyclists. Safer vehicular access arrangements.	Additional delay to main road traffic where signalised intervention is provided.	Prepare highway design options.	Norfolk County Council Port of King's Lynn
SAM7 (4.13)	Tennyson Avenue Pedestrian & Cycle improvements: King George V Avenue pedestrian improvements; Tennyson Road, The Walks, Tennyson Avenue pedestrian improvements; Tennyson Avenue, Gaywood Road pedestrian improvements; Review of pedestrian crossing facilities on Extons Road and Tennyson Avenue	King George V Ave: cluster of pedestrian/cycle accidents, provide improved crossing facilities to accommodate pedestrian movements. At access point to The Walks pedestrians and cyclists are not provided with crossings over B1144 except dropped kerbs and footway marking-provide improved crossing provision. Gaywood Road: cluster of pedestrian/cycle accidents, provide improved crossing facilities to accommodate pedestrian movements. Identify locations for more pedestrian crossings including signalised ones on Extons Road and Tennyson Avenue to improve road safety for pedestrians in this area.	Improved safety for pedestrians and cyclists and continuity of routes provision for these modes in this area of King's Lynn.	Additional delay to main road traffic where signalised intervention is provided.	Prepare highway design options at the specified locations in this area and consult with user groups. Undertake feasibility study through Capital Improvement Budget for the improvements at Tennyson Avenue/Gaywood Road junctions (already underway)	Norfolk County Council Network Rail Office of Road and Rail (ORR) Cycle Action Group

<p>SAM8 (4.14 4.18)</p>	<p>Review pedestrian crossing provision on London Road.</p> <p>South Lynn to Hardwick pedestrian crossing review.</p>	<p>Cluster of pedestrian/cycle accidents identified a lack of provision for access from residential areas to the west across London Road. Review crossing locations and facilities on London Road</p>	<p>Safety improvement for pedestrians, cyclists and other vulnerable road users. Improve vehicular traffic flow if these can be rationalised. Improvements in local air quality if traffic flow is improved</p>	<p>Potential for improved traffic flow</p>	<p>Undertake optioneering and initial design feasibility including desire line assessment in conjunction with the wider feasibility study for highway capacity improvements at Southgates roundabout junction</p>	<p>Norfolk County Council BCKL&WN</p>
---------------------------------	---	---	---	--	---	---

Table 6-3 – Options to reduce delay and congestion on the local highway network (Short-term Traffic Signals – STS)

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
STS9 (5.1 5.5)	Review traffic signal timings at various locations to optimise traffic movements, including reviewing junctions where priority for buses is feasible	Review signal timings (too much signal green time) for North Street approach / retail park traffic at Hardwick / at Estuary Road approach / at Hamburg Way. Right turn into Millfleet. A 6-month trial that fitted the buses in King's Lynn with detector equipment for the traffic signals to address reliability and journey time issues leading ultimately to reductions in costs and improvements to the attractiveness and reliability of bus services in King's Lynn	Improve traffic flow and local air quality benefits. Reduced journey times for all main road vehicular traffic. Improve reliability of bus services and relieve congestion on primary routes through King's Lynn. Potential for switch from car to improved bus services. Local air quality benefits	May lead to increased delay from side roads. May encourage more vehicular travel	Undertake a detailed review of traffic signal timings at the identified locations. Feasibility study into improvements and /or upgrade to traffic signal operations Initiate discussions to re-instate the bus detection at the signals and undertake a trial including collection of traffic data to understand the benefits/disbenefits to enable informed decision-making	Norfolk County Council
STS10 (5.2)	Linked and co-ordinated traffic signals	Co-ordinated traffic signals would help with bus scheduling and reliability as currently the traffic signals are out of sync with each other so there is a perception that it is very stop/start and slow journeys particularly for buses	Improve traffic flow and local air quality benefits. Reduced journey times for all main road vehicular traffic. Improved bus service reliability	May lead to increased delay from side roads. May encourage more vehicular travel.	Undertake a detailed review of traffic signal timings from Hardwick to Gayton Road. Feasibility study into improvements and /or upgrade to traffic signal operations	Norfolk County Council
STS11 (5.4)	Gaywood Clock / Queen Mary Road traffic light improvements and junction redesign	Consider improvements to the traffic light phasing at Gaywood Clock/Queen Mary Road and junction re-design	Improved traffic flow and reduced delays. Should also aim to improve cycle/pedestrian accessibility. Initial modelling results show some benefit to journey times and delay in this area if junction is re-designed	Scheme should not dis-benefit cyclist/pedestrian movements	Initial scheme design without signals has been prepared and tested in the traffic modelling (with the location below) to provide initial understanding of traffic impacts. Further feasibility required including impacts on other road users. Study the potential for traffic signal improvement	Norfolk County Council

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
STS12 (5.4)	Loke Road John Kennedy Road traffic signal optimisation or junction redesign	Phasing issue between lights needs to be addressed to link the phasing together / check phasing to let traffic out for a shorter period. Options also to be developed to provide an alternative junction arrangement to assist with traffic flow at this location	Improved traffic flow and reduced delays. Should also aim to improve cycle/pedestrian accessibility. Initial modelling results show some benefit to journey times and delay in this area if junction is re-designed	Scheme should not dis-benefit cyclist/pedestrian movements	Initial scheme design without signals has been prepared and tested in the traffic modelling (with the locations above) to provide initial understanding of traffic impacts. Further feasibility required including impacts on other road users. Study the potential for traffic signal improvement	Norfolk County Council

Table 6-4 – Options to reduce delay and congestion on the local highway network (Short-term Highway Network – SHN)

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
SHN13 (6.1)	Railway station bus layby re-design	Consider re-design for the layby outside the rail station to prevent cars stopping in the layby and also address issues with getting the bus on the loop in the road to activate the traffic lights to change to let them out	Improvement to bus journey times and access to the rail station bus stops	None	Develop alternative layby design for preventing car use and to ensure bus the bus can effectively egress from the bus stop	Norfolk County Council Network Rail Govia Thameslink Railway (GTR) Bus Operators
SHN14 (6.5)	Southgates roundabout highway capacity improvement scheme - small-medium scale	Undertake a review of lane marking and usage at Southgates roundabout to provide improvements in traffic flow, including 2-lanes southbound. Also undertake a review of the traffic signal operation to optimise the traffic flow at this key junction that provides access to King's Lynn. Enhance crossing provision for cyclists and pedestrians at the South Gate alongside highway improvement measures to improve traffic flow also considering access for buses from Hardwick Road to Hardings Way	Initial traffic modelling shows benefits in PM peak to have 2-lanes continuous southbound	May lead to increased severance with additional traffic lanes. Potential removal of car parking on London Road	Initial design sketch for 2-lanes southbound considered within traffic modelling. Further feasibility review of signal operation, lane usage and potential for upgrade within existing highway boundary including access to Hardings Way for buses. Funding already in place to undertake further design and feasibility work at this location during next 12 months	Norfolk County Council BCKL&WN Bus Operators
SHN14a (6.7)	Vancouver Avenue - improved lane management	Vancouver Avenue - investigate improved lane management - left lane = straight and left / right lane = right - to ease traffic congestion, also provide a longer left filter lane / increase length of the left turn lane to ease traffic congestion on this approach. Also consider provision of a left filter lane with give-way onto Hardwick Road to ease the traffic using the roundabout and provide potential for improvement to traffic signal operation.	to be considered in conjunction with the above. Improve traffic flow.	See above	See above	See above

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
SHN15 (6.14)	Estuary Road / Edward Benefer Way junction improvements	New junction arrangements submitted to planning - phasing of traffic lights with alternative priorities / take out private access and make two-lanes over the traffic lights / remove left turn from traffic lights	Improved journey times for all traffic. Maintain cycle and pedestrian crossing arrangements	Adverse impacts on journey times from side roads	NCC review of junction arrangement proposals, being progressed through development planning	Norfolk County Council
SHN16 (6.17)	Low Road Castle Rising Rd Wootton Rd Grimston Rd junction improvements	New junction arrangements have been submitted to planning - phasing of traffic lights with alternative priorities / take out private access and make two-lanes over the traffic lights / remove left turn from traffic lights	Improved journey times for all traffic. Maintain cycle and pedestrian crossing arrangements	Adverse impacts on journey times from side roads	NCC review of junction arrangement proposals, being progressed through development planning	Norfolk County Council

Table 6-5 – Options to manage travel behaviour (Short-term Travel Management – STM)

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
STM17 (7.2)	Provide a comprehensive Car Parking Strategy for King's Lynn	Develop a Car Parking Strategy for King's Lynn including an assessment of opportunities for Park & Ride	Town-wide approach to car parking management in conjunction with delivering Transport Strategy improvements	Potential changes may not be well-received if alternatives aren't in place. Perception of impacts on town centre business	BCKL&WN to commission development of Strategy for car parking during next 6 months	BCKL&WN
STM18 (4.7)	Work with schools and education in King's Lynn to provide safe alternatives to private car for school children	Develop a campaign for King's Lynn to encourage parents not to drive children to school. Work with the schools to develop safer routes to school, walking buses, safe cycle routes, provision for secure cycle storage at the schools and provide the schools with the tools they need to improve localised parking issues around schools and the impacts on the town. Address air quality impacts on Wisbech Road at the schools.	Health, safety and wellbeing benefits for children. Opportunities to influence mode choice of future generations	n/a	NCC to work with schools to develop and deliver improved access for children through safety measures and information campaigns. Led by NCC, with potential funding through LTP4?	Norfolk County Council

MEDIUM TERM (OPTIONS TO BE DELIVERED BY 2030)

The locations of the Medium-term options are provided in the figure 6-2, detailed in tables 6-6 to 6-8.

Figure 6-2 - Transport Strategy Medium Term Options

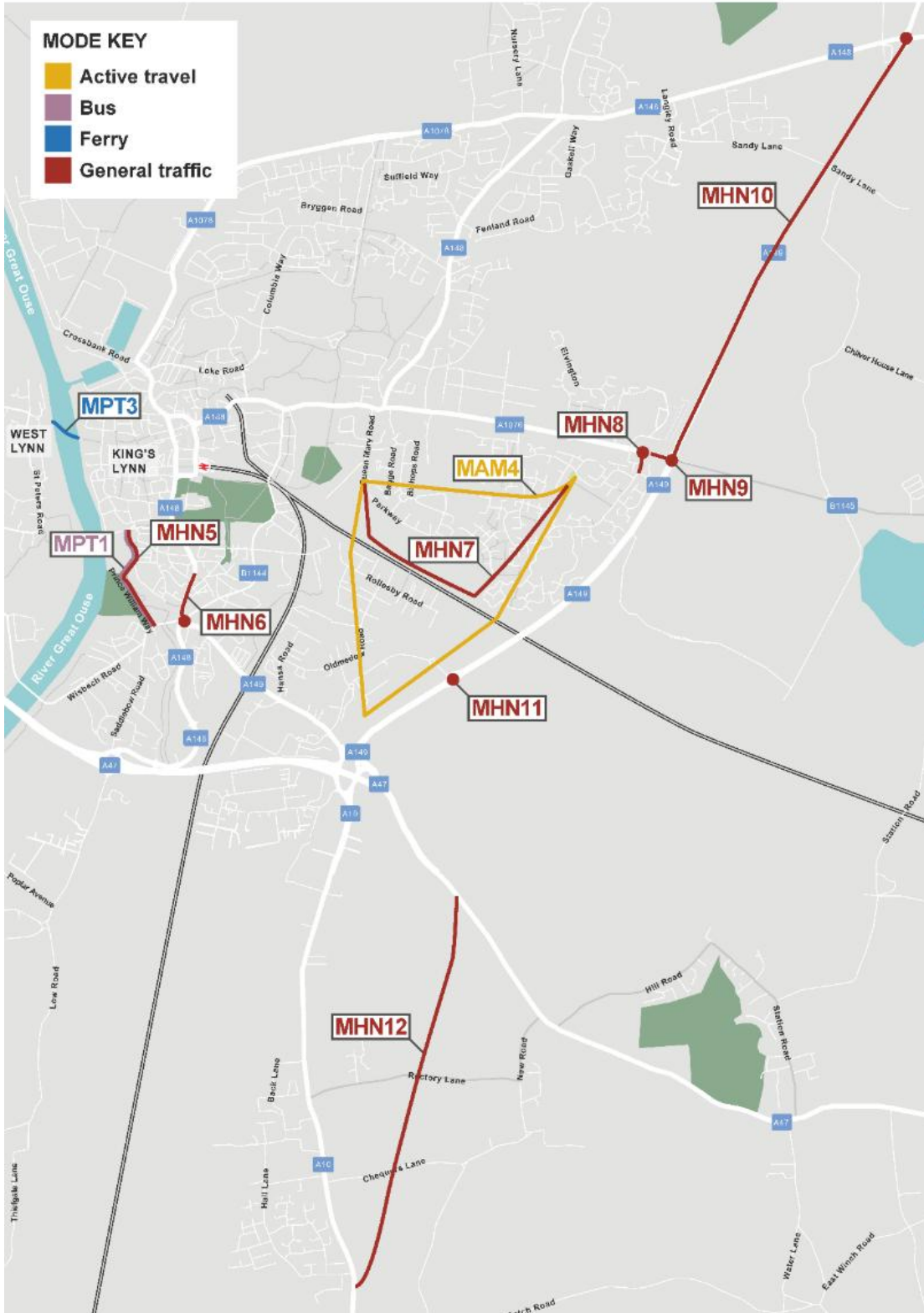


Table 6-6 – Options to encourage the use of public transport (Medium-term Public Transport – MPT)

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
MPT1* (see also MHN5) (1.3)	Increased use of Harding's Way for buses - address issues at Millfleet and Wisbech Road to Hardwick Road to make more advantageous for buses	Harding's Way as a bus only route to accommodate an increase in buses and bus usage with buses also continuing to serve London Road. A combination of routes is required. Retain Hardings Way as traffic-free except buses. Encourage more buses to make use of the route and the potential reliability/journey time benefits. Retain high level of provision for pedestrians / cyclists and especially vulnerable road users and mobility scooters.	Enhanced bus reliability and journey time experience in peak hours. Retains benefits of this route for active modes of travel.	Impact on vehicular traffic on London Road at Millfleet and Wisbech Road between Southgate and Hardings Way.	Develop initial scheme designs for Wisbech Road and Millfleet junctions. Short-term amendments to the traffic signal timings to be investigated. Considered alongside Southgate roundabout improvements.	Norfolk County Council Bus Operators
MPT2 (1.12)	Town centre gyratory re-design. Various Options - Bus Lanes - Railway Rd, London Rd, Blackfriars Rd	Redesign of traffic movements around gyratory to assist with AQMA, congestion, connectivity and road safety objectives. Various schemes developed through workshop and tested in the transport model. Investigate potential for providing bus-only lanes through Railway Road, London Road, Blackfriars Road to take out areas that generate air pollution and improve air quality with modal shift.	Potential for improved air quality and road safety. Potential for improvements to buses for access to bus station.	Initial modelling suggests that there may be additional congestion at some locations around the gyratory and benefits to vehicular traffic are limited.	Air quality benefits need further assessment. Bus lane / access/ egress alternative schemes need initial design and assessment.	Norfolk County Council BCKL&WN
MPT3 (2.3)	Provide enhanced access to the Ferry throughout the day / year to provide a more usable service for all.	Look further at the previously developed options for the ferry service to enable access for a wider range of people and provide improvements / alternatives to access during low tides.	Benefits for travel in King's Lynn and for the retention of this facility within the community. Promote social inclusion.	May have an impact on Ferry journey times if alternative preferred location.	Re-appraise the alternative locations and/or means of providing safe access to the ferry service for all.	BCKL&WN Ferry Operator

*following further modelling and design assessment work the most appropriate use of Hardings Way, either for buses or additional traffic will be determined. Both cannot be pursued together but are included for further evaluation purposes.

Table 6-7 – Options to encourage journeys by active modes (Medium-term Active Modes – MAM)

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
MAM4 (4.11 6.12)	Queen Mary Road, Fairstead, Hardwick improvements in linkages for pedestrians and cyclists	Investigate how best to provide access across the railway line and around the town for modes other than private car to relieve some of the congestion pressure in Gaywood area. Enhancements to pedestrian link from Parkway to Rollesby Road to provide year-round use.	Enhanced high quality pedestrian route to access employment	Possible impacts on open parkland	Develop a scheme to improve the route including lighting, surfacing and signing to facilitate improved accessibility	Norfolk County Council BCKL&WN Network Rail User Groups

Table 6-8 – Options to reduce delay and congestion on the local highway network (Medium-term Highway Network – MHN)

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
MHN5 (see also MPT1*) (6.2)	Hardings Way opened for additional traffic	Investigate options to allow additional traffic to use Hardings Way to alleviate the congestion on London Road and assist with air quality management. This could include specific additional vehicle types being permitted to use the route; open only at specified times of the day; as an emergency measure to assist with incident management; directional to provide alternative routes for inbound traffic in the AM peak and outbound traffic in the PM peak; or to provide access to specific parts of the town centre only. Mitigation measures would be needed to ensure there are no impacts on the historic core.	Improved journey times/reduced congestion/improved air quality on London Road	Increased traffic in historic core	Initial modelling shows some congestion relief on London Road, introduction of restriction to access for historic core provides lower benefit for London Road traffic. Further design work to understand outcomes and combine with enhancements for higher bus use	Norfolk County Council BCKL&WN
MHN6 (6.6)	South Gate highway capacity enhancements - providing two lanes in both directions / large scale redesign	Make South Gate traffic-free by providing two lanes northbound and two lanes southbound using the park to provide the extra lanes (based on previous proposal for CIF). Opportunity to also provide improved access for buses to/from Hardings Way	Improve traffic flow in King's Lynn. Opportunity to also provide improved access for buses to Hardings Way. Improved public realm/heritage	Taking land from the park / development viability. Potential severance impacts by providing 4-lane carriageway for pedestrians and cyclists	Further feasibility design and viability checks. Option testing in modelling work alongside bus priority/access improvement options	Norfolk County Council BCKL&WN Developers
MHN7 (6.12)	Queen Mary Road link to Fairstead	Link to development land at Parkway with potential link to Fairstead - traffic to go through Fairsted / route coming out of Fairstead and along Sand line / bridge over Sand line / road alongside railway line / park and ride	Vehicular link between the two estates could provide relief for Gayton Road and Gaywood with benefits to journey times and air quality	May lead to rat-running (highway design layout could address this)	Undertake initial highway design layout for link road scheme. Potential funding source is via developers	Norfolk County Council Network Rail Developers
MHN8 (6.13)	Winston Churchill Drive QEH access widening	Investigate a scheme to provide widening of the access to allow improved movement onto roundabout / improved traffic flow. Also look at widening of Winston Churchill Drive closest to Corbyn Shaw Road where on-street parking is prevalent	Improved journey times	n/a	Consider design improvements at Winston Churchill Drive junction with A1046	Norfolk County Council BCKL&WN QEH

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
MHN9 (6.20)	QEH roundabout capacity improvements	The slip road onto A149 northbound needs improvement and the roundabout needs to be able to accommodate forecast traffic levels	Management of through traffic in King's Lynn town centre / improved journey times / air quality management	Environmental	Develop and test feasibility design options with HE	Norfolk County Council BCKL&WN
MHN10 (6.21)	A149 Dualling up to Knights Hill; Knights Hill junction capacity improvements	Dualling of the A149 / crawler lane up to Knights Hill / two lanes up to Knights Hill / mark lanes from bottom of hill / increase width / lanes at roundabout which are too narrow at the junctions onto / off the roundabout (QE to King's Lynn) - suitable for emergency services; Consider a redesign of this junction to improve traffic capacity and traffic flow to accommodate forecast traffic levels associated with development	Management of through traffic in King's Lynn town centre / improved journey times / air quality management	Environmental	Develop and test feasibility design options with HE	Norfolk County Council BCKL&WN Highways England
MHN11 (6.19)	A149 Jubilee Roundabout capacity improvements	Jubilee Roundabout capacity improvements to improve traffic flow and accommodate planned growth	Management of traffic through town centre / reduced journey times / air quality management	Environmental	Develop and test feasibility design options with HE	Norfolk County Council BCKL&WN Highways England
MHN12 (6.22)	West Winch Housing Access Road	Highway improvement access road to enable the housing growth at West Winch and to provide some relief to the A10	Management of through traffic in King's Lynn town centre / improved journey times / air quality management	Environmental	Develop and test feasibility design options with HE	Norfolk County Council BCKL&WN Highways England Developer

wsp

LONG TERM (OPTIONS TO BE DELIVERED AFTER 2030)

The locations of the Long-term options are shown in the figure below, detailed in tables 6-9 to 6-10.

Figure 6-3 - Transport Strategy Long Term Options



Table 6-9 - Options to reduce delay and congestion on the local highway network (Long-term Highway Network - LHN)

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
LHN1 (6.4)	Hospital to A149 direct access link	Provide an additional exit onto A149 for exiting traffic from the hospital to ease local congestion issues around the hospital	Local congestion relief and air quality management	Environmental	Provide initial feasibility design with HE. Model to test the level of benefits that could be achievable	Norfolk County Council BCKL&WN QEH
LHN2 (6.8)	Wisbech Road to Nar Ouse Way link Road	Investigate the potential for providing a highway link between Wisbech Road and Nar Ouse Way to assist in alleviating Southgates roundabout	Local congestion relief at Southgates	Land and environmental	Investigate alongside options for Southgates roundabout	Norfolk County Council BCKL&WN Developer

Table 6-10 - Options to encourage the use of public transport (Long-term Public Transport - LPT)

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
LPT3 (3.1)	Train frequency improvements	Implementation of Ely Area Enhancement Scheme to deliver doubling of train frequency to half-hourly (2025-2030). Improve rail links to Cambridge and London. Improve connecting services - connections to Norwich from Ely. King's Lynn 8 Car Project will increase train capacity from 4 Car trains between King's Lynn, Cambridge and London by December 2020.	Improved service level for passengers and reduction in car mode share for outbound and inbound trips to/from King's Lynn	Potential increase in vehicular traffic to the rail station. Additional traffic delay at level crossing	Ely Area - Funding in place for current phase of work (GRIP 2). Further development stages to be funded separately under the new RNEP processes.	Network Rail Govia Thameslink Railway (GTR) NCC BCKL&WN



Norfolk County Council & Borough Council of
King's Lynn & West Norfolk

KING'S LYNN TRANSPORT STRATEGY

DRAFT FOR CONSULTATION





Norfolk County Council & Borough Council of King's
Lynn & West Norfolk

KING'S LYNN TRANSPORT STRATEGY

DRAFT FOR CONSULTATION

TYPE OF DOCUMENT (VERSION) PUBLIC

PROJECT NO. 70042492

DATE: DECEMBER 2019



Norfolk County Council & Borough Council of King's
Lynn & West Norfolk

KING'S LYNN TRANSPORT STRATEGY

DRAFT FOR CONSULTATION

WSP

Unit 9, The Chase
John Tate Road, Foxholes Business Park
Hertford
SG13 7NN

Phone: +44 1992 526 000

Fax: +44 1992 526 001

WSP.com

QUALITY CONTROL

Issue/revision	First issue	Revision 1	Revision 2	Revision 3
Remarks	1st Draft	1 st Revision	2 nd Revision	3 rd Revision
Date	2 nd August 2019	13 th August 2019	22 nd August 2019	18 th December 2019
Prepared by	S Biggs	S Biggs	S Biggs	S Biggs
Signature				
Checked by	S Biggs / S Thomas	S Biggs / S Thomas	S Biggs / S Thomas	S Biggs / S Thomas
Signature				
Authorised by			Neil Poulton	Neil Poulton
Signature				
Project number	700424292	700424292	70042492	70042492
Report number	3	4		
File reference	190802_KLTS Stage 3.docx	190812_KLTS Stage 3.docx	190822_KLTS Stage 3_v1.1.docx	191218_KLTS Stage 3_v1.2.docx



CONTENTS



CONTENTS

1	TRANSPORT STRATEGY CONTEXT	1
2	SPATIAL SCOPE AND OBJECTIVES	6
3	TRANSPORT CHALLENGES AND OPPORTUNITIES	8
4	PLANNED INFRASTRUCTURE IMPROVEMENTS	27
5	THE NEED FOR PRIORITISED INVESTMENT	32
6	AN INTEGRATED TRANSPORT STRATEGY FOR KING'S LYNN	36
7	NEXT STEPS	56

TABLES

Table 3-1 – Number of Days in 2016 when Car Parks were Full	16
Table 3-2 – Census Journey to Work National Average Comparison	17
Table 3-3 – Adjusted TEMPro Growth 2018 - 2026	20
Table 3-4 – Option Summary for Traffic Models	21
Table 4-1 – Options to promote and encourage bus travel	28
Table 4-2 – Options to promote and encourage travel by active modes	29
Table 4-3 – Options to promote air quality improvements	31
Table 6-1 – Options to encourage journeys by public transport (Short-term Public Transport – SPT)	40
Table 6-2 – Options to encourage journeys by actives modes (Short-term Active Modes – SAM)	41
Table 6-3 – Options to reduce delay and congestion on the local highway network (Short-term Traffic Signals – STS)	43
Table 6-4 – Options to reduce delay and congestion on the local highway network (Short-term Highway Network – SHN)	45
Table 6-5 – Options to manage travel behaviour (Short-term Travel Management – STM)	47
Table 6-6 – Options to encourage the use of public transport (Medium-term Public Transport – MPT)	49
Table 6-7 – Options to encourage journeys by active modes (Medium-term Active Modes – MAM)	50
Table 6-8 – Options to reduce delay and congestion on the local highway network (Medium-term Highway Network – MHN)	51
Table 6-9 - Options to reduce delay and congestion on the local highway network (Long-term Highway Network - LHN)	55
Table 6-10 - Options to encourage the use of public transport (Long-term Public Transport - LPT)	55

FIGURES

Figure 3-1 – All Collisions (Five Years: January 2013 to December 2017)	12
Figure 3-2 - Pedestrian and Cyclist Collisions (five years January 2013 to December 2017)	14
Figure 3-3 - 2011 Journey to Work Mode Share for King's Lynn	17
Figure 3-4 - Study Overview and Development Areas	19
Figure 3-5 - Strategic (wider area) SATURN Model Extent	22
Figure 3-6 - Local (town area) Paramics Model Extent	22
Figure 6-1 - Transport Strategy Short Term Options	39
Figure 6-2 - Transport Strategy Medium Term Options	48
Figure 6-3 - Transport Strategy Long Term Options	54

APPENDICES

APPENDIX A

DRAFT SCHEME DRAWINGS

APPENDIX B

SUMMARY SATURN TECHNICAL MODEL OUTPUTS

APPENDIX C

SUMMARY PARAMICS TECHNICAL MODEL OUTPUT

APPENDIX D

EXCLUDED SCHEMES (STAGE 2 TO STAGE 3)

EXECUTIVE SUMMARY

This Transport Strategy sets out the vision, objectives and short, medium and long-term transport improvements required to support the existing community of King's Lynn and to assist in promoting economic growth in the area. The Local Plan development data shows that an additional 3,627 dwellings could be provided up to 2026, with further development growth also highlighted during the following 10 years.

The Transport Strategy concludes by setting out a high-level Action Plan to deliver improved transport infrastructure that addresses existing transport barriers and supports sustainable housing and economic growth.

The study stages have been clearly defined during the process and included: information gathering on the issues and opportunities; identification of potential schemes; and a bespoke appraisal and sifting exercise using the study aims and objectives as well as Department for Transport guidance on early option appraisal.

The transport infrastructure presented in the strategy has been sifted from an initial long-list of options which have been subject to stakeholder engagement, appraisal and prioritised using a bespoke Strategic Assessment tool and a Department for Transport's (DfT) based Early Assessment and Sifting Tool (EAST), which compares the Strategic, Economic, Managerial, Financial and Commercial case for each transport option. An Action Plan has then been produced to take forward the identified options along with a series of recommended next steps

In support of this process a traffic model building exercise has been undertaken to reflect existing transport and traffic conditions; followed by traffic forecasting to include and assess the impacts of the planned development growth. Following this the traffic models have been used to provide an initial understanding of a number of potential highway improvement schemes which were identified to understand impacts on congestion relief at the gyratory, Southgates and Hardings Way in particular.

The outcome of all of this work culminates in the Transport Strategy and initial action plan that is presented in this document and lays the foundations for further supporting transport investment in King's Lynn over the short-term (up to 2022); medium-term (2023-2030); and long-term (2030-2036).

It sets out a focus and direction for addressing transport issues and opportunities in the town by understanding the transport barriers to sustainable housing and economic growth and identifying the short, medium and long-term infrastructure requirements to address these barriers.

The Transport Strategy includes a range of strategic and local highway capacity improvement schemes alongside improvement schemes that could address issues with reliability on the existing bus network. These sit alongside the potential to make further improvements to the existing cycling and walking network to further support the already high mode share for journey to work for these active modes of travel.

A single mode or option cannot address the transport issues in King's Lynn. As such a package of measures are required including strategic and local car and non-car based options, that enhance:

- i Local Highway Network capacity;
- i Strategic Highway Network capacity
- i The bus provision;
- i Rail services and King's Lynn Railway Station;
- i Walking and Cycling infrastructure;
- i Parking provisions and management; and
- i Smarter Choices (e.g. Travel Plans).

A proposed Transport Strategy including 18 Short-term schemes is provided, along with 12 medium term and 3 long term schemes. A total of 33 schemes are prioritised for pursuing through the Transport Strategy. A number of general policy and maintenance type schemes have also been identified for early implementation.

Most of these options are at a very early stage of development and very high level, although a few are actively being developed by Norfolk County Council. The options identified in this Transport Strategy are intended to steer the development of more detailed options at a variety of spatial scales.

One of the first actions will be to broaden the dialogue and engagement with local and strategic partners. To deliver as many of the options in the Transport Strategy as possible, a number of options will require a more detailed evidence base before funding opportunities can be successfully pursued.

It is recommended that highway options are developed and assessed using the strategic and micro-simulation models of King's Lynn. These models cover large parts of King's Lynn and were developed to assess the traffic impacts of the planned development and the outcomes of the Transport Study.

None of the options included in the Transport Strategy have secured funding for implementation. However, there is some funding which may be available to develop and assess the options to a greater degree to provide a recommended scheme for implementation including design, initial cost estimates and programme for delivery. Notably this is for Southgates roundabout and London Road initially and also the gyratory and potential Hardings Way initiatives.

Critical to the delivery of the options in this Transport Strategy is the identification of possible funding sources. There is the potential for options to be funded by both the public sector (Local Government and Central Government funding allocations and initiatives) and private sector (through other funding mechanisms and avenues associated with development opportunities). To identify and secure funding for the options outlined in this Transport Strategy it is recommended that relevant stakeholders are engaged during the further scheme development.

1 TRANSPORT STRATEGY CONTEXT

1.1 INTRODUCTION

1.1.1. This Transport Strategy sets out the vision, objectives and short, medium and long-term transport improvements required to support the existing community of King's Lynn and to assist in promoting economic growth in the area.

1.1.2. The study and strategy is intended to assist in unlocking the significant potential of King's Lynn by identifying transport barriers to growth and economic development and setting out a focus and direction for how this can be addressed. The Borough Council of King's Lynn and West Norfolk (BCKL&WN) Local Plan - Core Strategy sets out that the town has a role as a sub-regional centre. It states that it is important to strengthen the retail function alongside tourist, leisure facilities and employment development and regeneration.

Vision

To support sustainable economic growth in King's Lynn by facilitating journey reliability and improved travel mode choice for all, whilst contributing to improve air quality; safety; and protection of the built environment.

1.1.3. An understanding of the current and future transport issues including modelling of the options available, a preferred strategy has been developed including a number of schemes to take forward for further detailed design and implementation. It is designed to provide a focus for activities in and around the town particularly with regard to:

- ┆ Development of allocated sites and future sites coming forward in the Local Plan review to meet housing and employment growth;
- ┆ Regeneration of underutilised land;
- ┆ Car parking (rationalisation and capacity);
- ┆ Resolving air quality issues in the town; and
- ┆ Growing traffic congestion within the town.

1.1.4. The Transport Strategy has been developed around the following transport objectives which were agreed with stakeholders during Stage 1 of the process for developing the Strategy.

Objectives

1. *Provide a safe environment for travel by all modes;*
2. *Encourage town centre accessibility by all modes whilst conserving and enhancing King's Lynn's rich historic environment;*
3. *Support sustainable housing and economic growth;*
4. *Reduce the need to travel by car through development planning;*
5. *Manage traffic congestion in King's Lynn;*
6. *Increase active travel mode share for short journeys;*
7. *Promote and encourage the use of public transport; and*
8. *Reduce harmful emissions and air quality impacts.*

1.2 THE OPPORTUNITIES

- 1.2.1. As the principal town in the Borough, the study has focussed on providing for economic growth, social inclusion, environmental improvements, reduced emissions, as well as better accessibility and connectivity for the town.
- 1.2.2. The BCKL&WN Local Plan is currently under review and will seek to identify how further growth can be accommodated in the borough. This will cover the period up to 2036 and the Transport Study and Strategy will need to consider the emerging proposals from this work within the forecasting work and in the development of appropriate potential mitigation and/or enabling schemes to accommodate the development and growth potential of King's Lynn.
- 1.2.3. King's Lynn was 1 of 10 locations to be designated Heritage Action Zone (HAZ) status by Historic England in March 2017. The key aims of the HAZ are to:
- i Stimulate local economic growth
 - i Maximise the economic potential of heritage assets
 - i Strengthen the character of King's Lynn conservation areas
 - i Improve King's Lynn's Town Centre's competitiveness as a sub-regional centre
- 1.2.4. The HAZ Partnership Board has agreed a 5-year Delivery Plan setting out a number of interventions to deliver against the HAZ aims including identification of 7 brownfield town centre sites (including 4 existing surface car parks) for redevelopment. A town wide Transportation Strategy is required to understand the impact of these collective developments on the network, and identify solutions including suitable locations for alternative car parking provision to enable these sites to be unlocked.
- 1.2.5. It is very evident that expected changes in the way people and goods move could impact significantly on the way our towns and cities look in the future. Whilst we are on the cusp of potential significant change it will be difficult to predict exactly how these changes in technology, behaviour and movement could impact on the transport and travel in King's Lynn in detail. However, the Transport Study and Strategy will need to acknowledge that these potential changes in transport provision are on the horizon and seek to accommodate the potential implications during the study development.

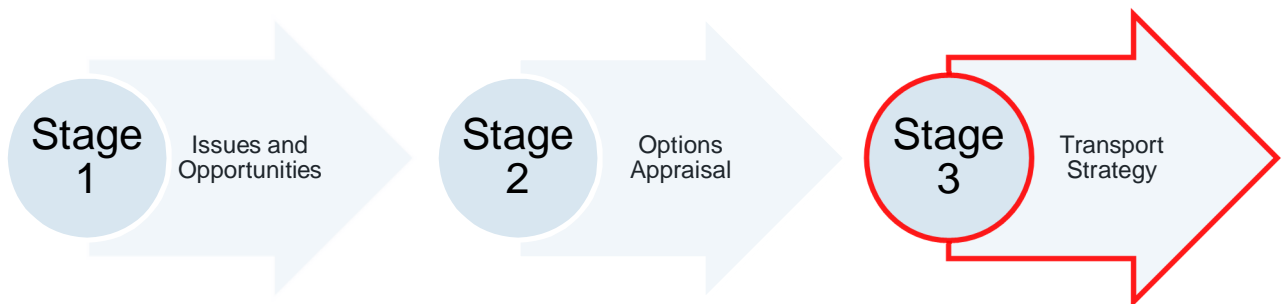
1.3 THE CHALLENGES

- 1.3.1. King's Lynn has been identified as an area for growth in the council's development plan documents. It is identified as a sub-regional centre and a number of development sites have been identified within the plan period up to 2026. Geographically these are in the north, centre, east and south of the town with a small number of sites in West Lynn. Sites for both employment and residential use have been identified.
- 1.3.2. The figures show in the region of 7,000 additional residential units in King's Lynn up to and beyond the current development plan period. With the current traffic and travel problems that have been identified in King's Lynn it will be important that the development contributes to improvements in transport infrastructure for all modes of travel to accommodate the level of additional trips that could result from the prospective residential development.
- 1.3.3. Notable additional employment areas have also been identified to the south of the town: east of Hardwick next to the A149; and to the south of Saddlebow. An enterprise zone (Nar Ouse Business Park) has been identified in the Nar-Ouse regeneration area.

- 1.3.4. There have been a number of local congestion issues already identified within this document as well as limiting issues with all modes of travel. A holistic approach to addressing these alongside each other will be required to accommodate the level of growth that is currently planned for King’s Lynn. This Transport Study has identified where problems and issues currently exist in the town and the development of the Transport Strategy will aim to consider how existing issues can be addressed alongside forecasting for future travel needs to identify and develop measures that could enable the planned levels of development to stimulate local economic growth.
- 1.3.5. Of particular importance in the future growth of King’s Lynn will be the potential worsening of current congestion areas in the town centre during weekday peak hours and also for accessing the leisure and tourism in the nearby coastal towns:
 - ▮ Central gyratory / London Road / Gaywood Road / Lynn Road
 - ▮ A47 / A149 junctions to the south and east
 - ▮ A10 corridor
 - ▮ Southgate / Hardwick and Wisbech Road junctions
 - ▮ South Wootton A148 / Castle Rising Road
- 1.3.6. It will be imperative that walking and cycling modes of travel are developed and supported to promote and encourage continued growth in these modes that already provide a valuable contribution to supporting King’s Lynn as a sustainable urban centre.

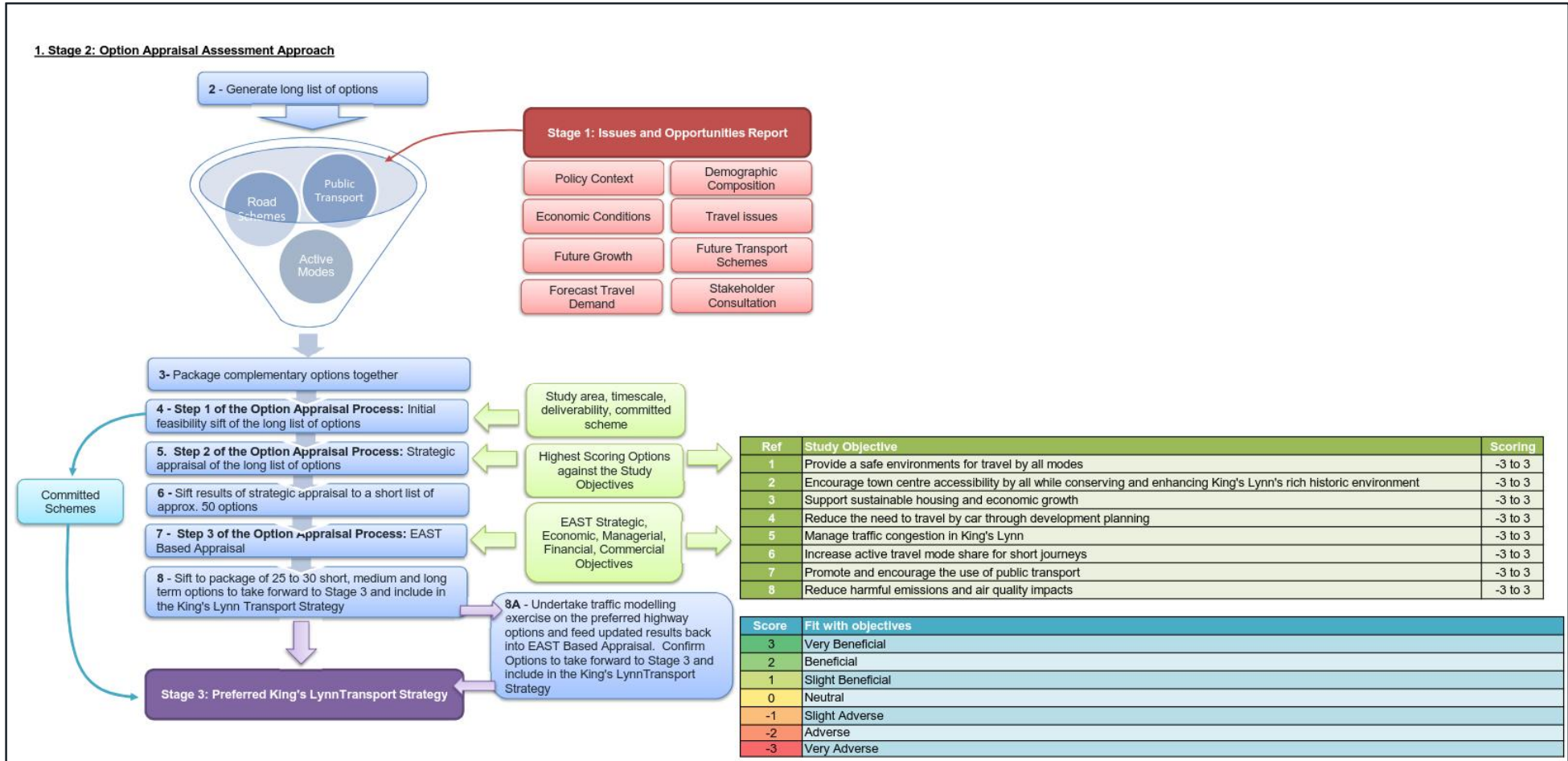
1.4 STUDY STAGES

- 1.4.1. The Transport Strategy is the final part of a suite of reports covering the three stages of the Study. A summary of the two previous stages of the Study is provided below.



- 1.4.2. **Stage 1** of the Study was the production of an issues and opportunities report. This sets out the existing transport situation in King’s Lynn and serves as an evidence base for the development of a long list of options for appraisal.
- 1.4.3. **Stage 2** of the Study was an options appraisal report. This was the appraisal of a long list of options using a three-step process outlined in **Section 5** of this Transport Strategy.

1.4.4. The diagram below summarises the Study Stages and options appraisal process.



1.5 PURPOSE OF TRANSPORT STRATEGY

- 1.5.1. The purpose of this Transport Strategy is to support regeneration and help to unlock the economic and growth potential of King's Lynn, whilst supporting the travel needs of the existing community.
- 1.5.2. It sets out a focus and direction for addressing transport issues and opportunities in the town by understanding the transport barriers to sustainable housing and economic growth and identifying the short, medium and long-term infrastructure requirements to address these barriers.
- 1.5.3. The Transport Strategy concludes by setting out a high-level Action Plan to deliver improved transport infrastructure that addresses existing transport barriers and supports sustainable housing and economic growth.

2 SPATIAL SCOPE AND OBJECTIVES

2.1 SPATIAL SCOPE

- 2.1.1. King's Lynn is the largest town in the borough of King's Lynn and West Norfolk and it provides important services and retail for its catchment. Since the rapid expansion of the town's population in the 20th century, the latest data identifies the usual residents population is now approximately 41,590 in 2016 (48,200 in the built-up area (King's Lynn and the Woottons). The latter is closer to the area covered by the strategy. The inclusion of West Winch adds another 2,850 people. The Core Strategy outlines housing, retail and employment growth strategies in the town. By 2025, the population of the King's Lynn area is expected to reach more than 50,000.
- 2.1.2. The River Great Ouse is in a North/south alignment that acts as constraint to the western side of King's Lynn. Furthermore, given the location of the shoreline, large areas of undeveloped land are at risk of tidal and/or fluvial flooding. This limits the expansion options. The areas of lower flood risks are identified in the Core Strategy for potential development schemes. As this is a town of historic value, there are more than 200 listed buildings, a Conservation area and two historic market squares. Moreover, the Area of Outstanding Natural Beauty (AONB) to the north, Reffley Wood, Gaywood Valley and the various parks and gardens throughout King's Lynn restrict development opportunities.
- 2.1.3. Notably there are key areas of employment that are located both to the north and south of the town. The Queen Elizabeth Hospital, located on the eastern edge of the town on the A1076 close to its junction with the A149 is a key employer in the area with around 2,400 staff and 515 beds. These employment opportunities give rise to a number of potential cross-town and inter-urban movement patterns. The hospital has a wide catchment for employment and health needs and contributes to heavy peak period traffic levels in this area of King's Lynn.
- 2.1.4. There are a number of retail and employment opportunities in the town which are located centrally and also prominently on the southern edge of the town in the Hardwick area close to the A149/7 junction. Leisure and recreation activities take place at various locations, with Alive Lynnsport being the largest location for these activities and serving a wide area.
- 2.1.5. Education in King's Lynn is spread throughout the town with a number of localised primary schools serving the immediate and surrounding areas, as well as a smaller number of secondary schools serving wider catchment areas. There are three secondary schools in King's Lynn:
- ┆ King Edward VII Academy
 - ┆ Springwood High School
 - ┆ King's Lynn Academy
- 2.1.6. These are mainly concentrated to the east of the town centre and gyratory, with St Michael's Primary School located in the south, giving rise to a number of cross-town movements.
- 2.1.7. The College of West Anglia, King's Lynn Campus is located to the east of the town centre on Tennyson Avenue / Gaywood Road with a high concentration of public transport opportunities available in this area of King's Lynn as well as being on a highly congested corridor.

2.1.8. The main retail centre is in the heart of King's Lynn at the Vancouver Quarter which offers a wide range of retail choice. Tuesday is still a market day in King's Lynn with stalls in New Conduit Street and Tuesday Market Place.

2.2 OBJECTIVES

2.2.1. The agreed objectives which were established with Stakeholders at the beginning of the Study and have been used in the scheme evaluation and led the direction for the schemes included in the Transport Strategy are as follows:

- ┆ Provide a safe environment for travel by all modes;
- ┆ Encourage town centre accessibility by all modes whilst conserving and enhancing King's Lynn's rich historic environment;
- ┆ Support sustainable housing and economic growth;
- ┆ Reduce the need to travel by car through development planning;
- ┆ Manage traffic congestion in King's Lynn;
- ┆ Increase active travel mode share for short journeys;
- ┆ Promote and encourage the use of public transport;
- ┆ Reduce harmful emissions and air quality impacts.

3 TRANSPORT CHALLENGES AND OPPORTUNITIES

3.1 KING'S LYNN AS A PLACE TO LIVE AND WORK

- 3.1.1. King's Lynn is the largest town in the borough of King's Lynn and West Norfolk. King's Lynn functions as the borough's administrative and cultural centre. King's Lynn acts as a sub-regional centre to the surrounding areas (including some beyond the borough boundary), providing an important service and retail function.
- 3.1.2. The main employment destinations within the study area are the town centre, North Lynn Industrial Estate, the Port, Austin Fields, Hardwick Industrial Estate, Horsley's Fields, Wisbech Road Industry, East Coast Business Park, Saddlebow Industrial Estate, Willows Business Park, Hardwick Narrows Industrial Estate, the College of West Anglia and The Queen Elizabeth Hospital.

3.2 THE ROLE OF KING'S LYNN IN THE WIDER REGIONAL ECONOMY

- 3.2.1. King's Lynn is the centre of a sub-region that extends beyond the borough of King's Lynn and West Norfolk. King's Lynn is a key service centre with the potential to be the driver for the economic well-being of the sub-region. At present, King's Lynn is underperforming in terms of services, the economy, housing and tourism, given its role as a significant centre.
- 3.2.2. There are approximately 62,000 jobs in West Norfolk, of which 55% of these jobs are located in King's Lynn, acting as the principal economic driver for the borough. King's Lynn and West Norfolk's labour market is fairly self-contained, with relatively low levels of in-and-out commuting.
- 3.2.3. Whilst isolation and deprivation issues exist in King's Lynn, the economic base is changing and several world-leading businesses in pharmaceuticals, precision and aerospace engineering and advanced manufacturing sectors including commercial refrigeration, robotics, electronics and specialist chemicals are now located in the borough. The key employment sectors now fall within advanced engineering and manufacturing, added value food activity and tourism.

3.3 CURRENT LOCAL TRANSPORT PROVISION

ACTIVE TRAVEL

- 3.3.1. A summary of the main issues identified for cyclists and pedestrians during the early study stages are as follows:
- ¡ Cycling on the roads is considered dangerous around King's Lynn due to the following: parked cars on the road / footway; narrow roads with cars parked on both sides; potholes and drains.
 - ¡ Notable areas include Gaywood Clock and London Road/ Railway Road which could benefit from on-road protected cycle provision where space allows.
 - ¡ There is no safe place for cyclists to safely cross the A149 to access King's Lynn which limits opportunities for cycle trips from here.
 - ¡ Awareness and enforcement of cycling on the footways is a grey area which needs to be dealt with through education and policy.
 - ¡ The road network in King's Lynn at peak times is not conducive to on-road cycle usage and cyclists should make themselves visible to other road users at all times to assist with their safety.
 - ¡ Cycle provision from the villages outside King's Lynn urban area is limited and could be improved to encourage increased cycle trips from these neighbouring areas.

- i Hardings Way and South Quay is a very valuable asset for cyclists in King's Lynn offering a traffic-free environment, there is a fear that this would be lost if Hardings Way was used for additional traffic to provide relief to other congested parts of the town centre. This is an important leisure and tourism route for cyclists.
- i Safety of crossing B1144-Tennyson Avenue. Areas of concern include the junction with Gaywood Road, as well as the junction at King George V Avenue. Notable areas either side of the railway level crossing on Tennyson Avenue. Considering the NCN1 runs through The Walks park and continues over this road the safe passage of cyclists and pedestrians should be facilitated – assessments of collision data, desirable locations and related desire-lines further support these recommendations.
- i Overall, wayfinding signs and road markings were observed as acceptable and consistent. General maintenance to ensure information displayed to pedestrians and cyclists is clearly presented is necessary.
- i Observable pavement defects did not indicate major structural issues such as subgrade failures; rather, assessment of the area realised faults with surface/binder layers that require general localised maintenance.
- i The relationship of cycling and other modes is a general issue in King's Lynn, cycles on trains and buses could be beneficial to overall transport mode share and making these modes more attractive to users.
- i More journeys associated with education could be provided for by bicycle if safe routes and crossings could be provided along with improved secure storage.
- i Lack of secure storage for bicycles in the town centre.
- i Not all parts of the cycle network in King's Lynn are linked together.
- i King's Lynn has a high level of walking within the town. Due to the layout of the road network it is often quicker to get around by walking and routes which provide important cross-town connections should be encouraged.
- i Footway maintenance is important to ensure people are able to safely continue to walk within the town.
- i Provision needs to be made for pedestrians on desire lines to enable them to access their destination as easily as possible within a safe environment. A number of locations have been identified where accident clusters have occurred during a five-year period and improvements to provision at these locations should be considered.
- i Hardings Way and South Quay provide an important route for pedestrians wishing to avoid London Road to access the town centre and education in the Friars area.
- i There are some areas where improved way-marking for pedestrians would be beneficial, such wayfinding signs were observed to be weathered/dirty which obstructs the displayed information at the footway between Blackfriars Road to Lynn Road.
- i The road width is very wide with 3-4 lanes of traffic at the pedestrian crossings on Railway Road with no central island for protection in instances when the traffic lights change before walking all the way across causing a serious hazard for pedestrians and vulnerable road users in particular.
- i Protection for pedestrians crossing the gyratory where it is 4-lanes wide with no central island is lacking making it very hazardous.
- i During the pedestrian and cycle audit it was observed that vehicles were forced to mount footways at Friars Street as drivers negotiated around parked vehicles which could compromise pedestrian safety.

- i General maintenance issues were also observed during the pedestrian and cycle audit that may improve safety standards if addressed. These include re-painting of surface marking (for example, to indicate cycle lanes), replace or repair guard rail at Blackfriars Road and address parked vehicles mounting footways obstructing pedestrian movements.

BUS, RAIL & FERRY

3.3.2. A summary of the main issues with the bus, ferry and rail provision that have been identified are as follows:

- i Bus journey time reliability is severely impacted on by the delays encountered on the highway network through the centre of the town. All bus services in King's Lynn have to travel through the central gyratory in the town centre.
- i Time efficient access to and from the bus station is constrained by the one-way nature of the gyratory system that provides the point of access for all bus services in King's Lynn. This means that journey time reliability is a problem in the peak hours and additional buses / reduced frequencies have to be employed on the services to accommodate this which leads to increased costs for the operators.
- i The rising costs of bus provision and the constrained nature of the bus network in King's Lynn has been contributory to recent changes to operations in the town and notably the withdrawal of Stagecoach from King's Lynn. Whilst the bus network has been taken over by other companies, this demonstrates the fragile nature of providing public transport in King's Lynn in current transport and economic conditions
- i There is very limited bus priority provision in King's Lynn and the width of the highway network is constrained to provide dedicated on-road provision for buses without severely impacting on the highway network generally.
- i The frequency of traffic signalised junctions on the bus routes impact on bus journey time and reliability as they seem to be uncoordinated with buses being stopped frequently at the traffic signalised junctions and crossings.
- i The villages outside King's Lynn have a relatively poor level of service which means the buses are unattractive to use because of their limited times and/or days of operation.
- i As well as the inherent delays in the town centre the bus services also suffer from significant levels of delay at Hardwick Interchange on their inter-urban routes.
- i Passengers travelling from north to south of the town need to change bus services via the bus station which does not offer an attractive option for passengers and increases the passenger journey times. Connections between the Queen Elizabeth Hospital and the Woottons also necessitates a change of service at Gaywood Clock.
- i Whilst the network coverage of bus services in King's Lynn is good and there are some areas that have a very high level of service frequency, the employment areas are poorly served in terms of their times of operation which often do not cover the shift times with the last service being relatively early in the evening.
- i Sunday bus operations also offer a relatively poor level of service.
- i As a result of the cumulative impacts of these issues the bus services have a relatively low mode share for the journey to work.
- i The bus fare levels in King's Lynn are not competitive with town centre car parking charges.
- i There is opportunity for improved ticketing between the operators which could offer a better public transport experience to users.

- i The bus services on London Road / Railway Road in congested stationary traffic conditions are considered to exacerbate the local air quality issues in the area, possibly due to the type of fuel used and the duration of the congested peak periods.
- i The Hardings Way bus link is under used. However, whilst it provides an excellent opportunity for traffic-free bus travel avoiding the congestion on London Road, it also takes the buses away from their potential passenger base.
- i Onward connections to travel to Norwich for rail services at Ely (for example) are un-coordinated and potentially discouraging use of rail for longer journeys.
- i The ferry service provides a valuable asset for King's Lynn and notably the residents of West Lynn, Clenchwarton, Terrington St Clement and further afield. It is a popular service among residents and the car parking at West Lynn is currently insufficient to cater for the demand.
- i Access to the ferry from the town centre is via Ferry Street and there is scarce signing and promotion of the Ferry from the town centre which could be developed to build an even greater passenger base which in turn could lead to more opportunities for investment in the boats and infrastructure in the future.
- i The tidal nature of the river means that the conditions are operationally difficult at low tide with a need to walk along gang-planks to access the boat. This makes it an inaccessible service for disabled users / pushchairs / elderly or very young people as there is also a stepped access to the water from the Quayside in King's Lynn.
- i The operation for the ferry is being offered for sale by the current owners and it is generally considered that it would be a huge loss to the town's transport system if a suitable buyer did not continue to run the service. The loss of the ferry service could prove to have detrimental impacts on the highway network that links West Lynn with King's Lynn, particularly during the peak hours when the ferry is currently well used.
- i An hourly rail service is available in King's Lynn through the day and half hourly during the peak hours. This is limited by the nature of the single-track sections south of King's Lynn.
- i For the journey to work rail accounts for 1% of trips.
- i Cycle storage provision at the rail station is not covered by CCTV and is therefore not attractive to use due to security issues.
- i The disused railway line between King's Lynn and Hunstanton could be better utilised for pedestrian and cycle use and/or a high quality public transport corridor.

LOCAL HIGHWAY NETWORK

3.3.3. A summary of the main issues with the local highway network that have been identified are as follows:

- i The traffic signals in King's Lynn are perceived to not always cope with the congested traffic situation in King's Lynn in the most effective way, which is considered partly a result of the control room monitoring not being full-time. There are also instances where the traffic lights appear to have long pauses.
- i The traffic lights on Hardwick Road outbound after the railway bridge at Hansa Road cause queueing back to Southgate roundabout causing issues for buses and other vehicular traffic.
- i Gayton Road / Gaywood Road is a major route for all the residential estates to access central King's Lynn with no alternative route available for vehicular traffic. It is also where three high schools and colleges are located. Air quality issues are present in the Gaywood Clock area and with proposed levels of growth in the town this is likely to get worse.

- i Congestion on the A10 through West Winch is also problematic during the peak hours.
- i Car parking in the town consists mainly of surface level car parking and analysis has shown that a number of these car parks reach capacity on an average weekday and weekend, and particularly during the pre-Christmas period. The analysis has also highlighted the car parks that have available capacity and management of space availability that if utilised could benefit traffic flow in the town.
- i With additional development the car parks will reach capacity and additional provision will be required.
- i The traffic associated with the Hospital and traffic from the adjacent residential area (Bishops Park) causes peak hour congestion problems.
- i The Southgate and London Road experiences high levels of congestion in the peak hours and increased journey times.
- i The central gyratory in the town centre experiences air quality issues, particularly on Railway Road and London Road.
- i A number of locations where traffic congestion typically occurs have been identified.
- i Car parking is relatively cheap in the town centre and buses sit in the general traffic making the bus unattractive for people who have a car.
- i Increased development is going to give rise to more travel and trips in the town exacerbating existing issues. Investment in the transport infrastructure to support the additional development is required.
- i With the revised road layout, it is perceived that it is more difficult for vehicles to exit from Valingers Road to London Road during the peak hours.
- i When incidents occur on the highway network either within King's Lynn or on the surrounding strategic highway network (A149/A47) there is no alternative routing to deal with this and the existing highway network is unable to cope.

PERSONAL INJURY ACCIDENTS

3.3.4. There were 280 accidents recorded in the area over the 5-year period (2013-2017): 57 in 2013, 58 in 2014, 39 in 2015, 53 in 2016 and 73 in 2017. This is based on all recorded collisions. Figure 3.1 sets out the number of collisions by year over the 5-year period.

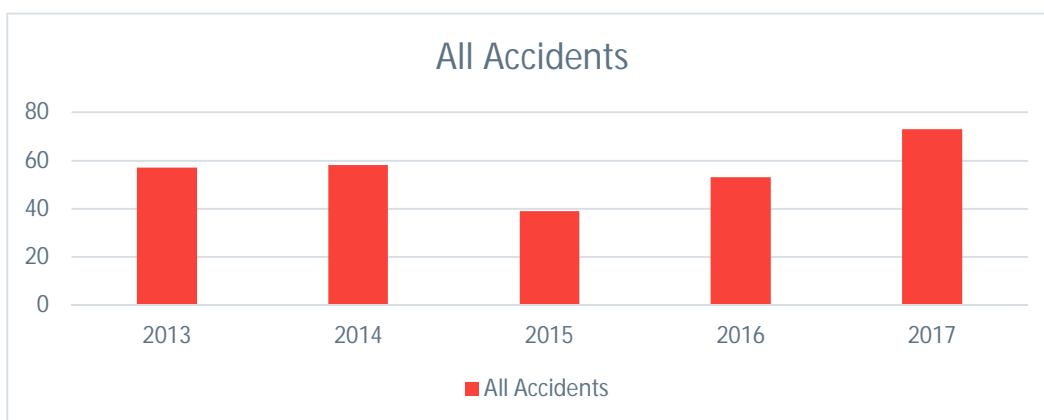


Figure 3-1 – All Collisions (Five Years: January 2013 to December 2017)

(Note; 16 accident data records are incomplete)

3.3.5. In terms of severity the fatal accidents comprised the following:

- i Fatal; 1 x fatal accident;
- i At the A148 Railway Road/Norfolk Street junction, a pedestrian was hit by a vehicle which had failed to stop at a red light on a signalised crossing, the road is one way, three/four lanes.

3.3.6. The serious accidents comprised the following:

- i Serious; 37 serious accidents;
- i All accidents occurred on single carriageway or one-way streets except 3 accidents on roundabouts and 2 accidents on dual carriageways;
- i 13 accidents occurred in darkness, 24 in daylight;
- i All serious accidents occurred in fine weather without winds except 3 listed under weather conditions of 1 'unknown', 1 'other' and 1 raining without winds'; and
- i The road surface condition for all serious accidents break down to; 'Dry conditions' 23 accidents and 'Wet/damp conditions' 14 accidents.

3.3.7. The remainder of accidents were slight in nature.

3.3.8. In terms of cluster locations for serious accidents there are 2 areas identified as clusters for serious accidents:

- i 5 serious accidents at Southgates Roundabout and 3 arms of the roundabout within 120m (30mph speed limit).
- i 5 serious accidents on Hardwick Road between Hardwick Roundabout and Hanse Road (40mph speed limit)

3.3.9. The cluster locations for slight and serious recorded accidents, show there are 4 areas of note:

- i Southgates Roundabout Area:
 - 19 slight/serious accidents
 - The accidents predominantly related to contributory factors 'disobeyed signals' and 'failed to look properly at this location'.
- i A148 near Valingers Road and Greyfriars School Area:
 - 4 accidents near Valingers Road;
 - Attributed to 'Careless/ reckless', caused vehicle shunt, 'failed to look properly (pedestrian)', caused injury to pedestrian, 'failed to look properly', caused a bus and vehicle collision and 'exceeding speed limit' caused vehicle to lose control.
- i South of College of West Anglia, Tennyson Avenue:
 - 5 slight accidents;
 - The contributory factors in these accidents were; 'failed to judge other persons path or speed', 'failed to look properly', 'dazzling sun', inexperienced/learner' and 'failed to look properly (pedestrian)'.
- i North of College of West Anglia, Tennyson Avenue:
 - 6 slight accidents;
 - The majority of accidents were caused by 'disobeyed signals' and 'failed to judge other persons path or speed'.

- 3.3.10. Collisions involving cyclists and pedestrians over the same 5-year period (January 2013 – December 2017) have been considered separately to identify areas where improvements may be required.
- 3.3.11. 98 accidents involving either pedestrians or cyclists were recorded over the 5-year period out of the total 280 accidents. Figure 3.2 sets out the number of collisions involving cyclists / pedestrians by year over the 5-year period.

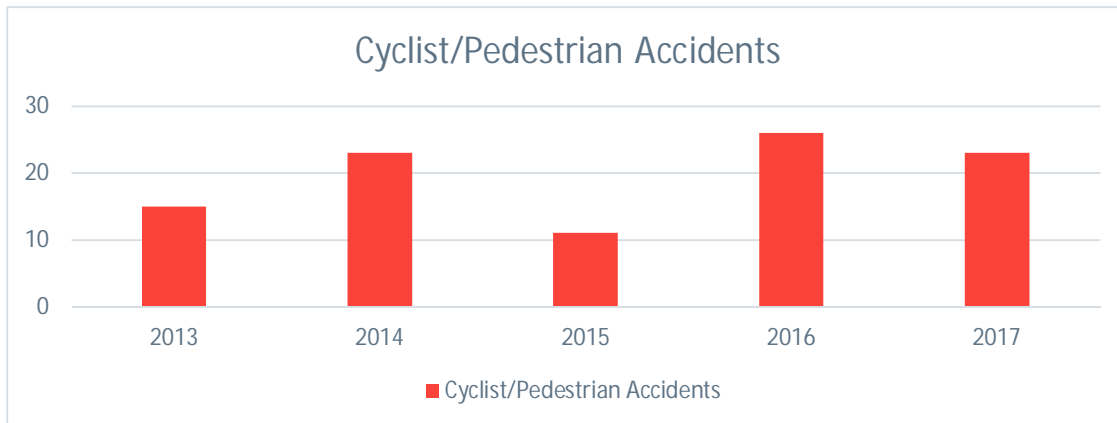


Figure 3-2 - Pedestrian and Cyclist Collisions (five years January 2013 to December 2017)

(Note; 3 accident data records are incomplete)

- 3.3.12. In terms of severity a fatal accident was recorded as follows:
- i Fatal; 1 accident (already described in All Collisions).
- 3.3.13. Serious accident summary information shows the following:
- i 16 serious accidents;
 - i 4 accidents occurred at a non-junction pedestrian light crossing, e.g. pelican/puffin/toucan or similar crossing;
 - i 2 accidents were listed as deliberate acts (aggressive driving) injuring a pedestrian in one incident and a cyclist in another; and
 - i 5 accidents have a contributory factor of 'failed to look properly (pedestrian)'.
- 3.3.14. For the accident clusters involving pedestrians and cyclists, the following locations are notable:
- i College of West Anglia, Tennyson Road from A148 to King George V Avenue:
 - 2 slight accidents, 1 serious accident;
 - The serious accident at this location states 'pedestrian walking along Tennyson Avenue when V1 hit them and drove off. Possible CCTV'.
 - i A148 London Road between Hospital Walk and N Everard Street:
 - 7 slight accidents, 2 serious accidents;
 - The serious accidents at this location state contributory factors as 'crossing masked by a stationary vehicle' and 'failed to look properly 'pedestrian'.

- 3.3.15. This analysis of accidents demonstrates an upward trend in total collisions over the last 2 years and with an increased number of collisions involving pedestrians and cyclists during the last year. This has highlighted the following locations where additional mitigation and road safety/design measures may be beneficial given the potential for continued increases in the attractiveness of walking and cycling in King's Lynn allied to policy decisions to further promote these active travel modes.
- 3.3.16. For pedestrians and cyclists, the main areas are:
- i Railway Road;
 - i London Road / Valingers Road / Windsor Road;
 - i Tennyson Avenue / Lynn Road; and
 - i Southgate junction
- 3.3.17. For all modes the main areas are:
- i Hardwick Road;
 - i A47 / A149 at Hardwick; and
 - i A149 Hardwick Industrial Estate.

CAR PARKING

- 3.3.18. King's Lynn has a number of car parks available in the town centre serving a mixture of purposes, some are privately operated, but most are owned and operated by the council.
- 3.3.19. Some of the car parks in King's Lynn are connected to variable message signs (VMS) that gives users an indication of space availability to assist in their decision-making about which car park to use.
- 3.3.20. Car parks are a key destination for trips to the central area of King's Lynn and access to them needs to be easy to ensure additional trips are not put through the historic central core. Sign-posting for the car parking is comprehensively provided at the entry points to the town centre including some information on space availability through VMS (variable message signs) on London Road, Edward Benefer Way and Gaywood Road.
- 3.3.21. The total stock of car parking spaces in car parks in the centre of King's Lynn is summarised as follows:
- i 1,100+ short stay public parking spaces;
 - i 1,450+ long stay public parking spaces;
 - i 1,050+ private retail / rail station spaces; and
 - i 3,600+ car parking spaces available in King's Lynn.
- 3.3.22. The typical cost of car parking is in a range of £1.80 to £4.70 for between 1 to 5 hours for the Council owned car parks. The cost of the supermarket (free, but time limited) and rail station car parks is separately managed. The above numbers exclude on-street parking provision. There are currently 6 electric car charging points at St James Multi-Storey car park.
- 3.3.23. A car park analysis showed the busiest month of the year as December, with the busiest day being Saturday across all car parks collectively.
- 3.3.24. A number of car parks were also shown to be over-capacity on a number of days during the year as shown in Table 3-1 over page.

Table 3-1 – Number of Days in 2016 when Car Parks were Full

Car Park	Number of Days when car park was Full (2016)
Austin Street East	220
Albert Street	12
Austin Street West	237
Blackfriars Street	215
Baker Lane	137
Boal Quay	65
Common Staithe Quay	242
Vancouver Car Park	8
Saturday Market Place	195
Tuesday Market Place	202
St James Multi-storey, Chapel Street, South Quay, St James Court, Juniper, Surrey Street	No data collected – some reach capacity
Supermarket Car Parks (Morrisons / Matalan)	No data available

- 3.3.1. Overall the analysis indicates that of the 2,560 spaces that are available at the Borough Council car parks, there is a demand for 2,306 spaces at the busiest time of the year. However, permit usage for the long-term car parks (and Vancouver short-term) as well as the permits that have been issued for use in any car park which amounts to 1,065 permits that are currently valid for use in King's Lynn car parks needs to be taken into account. The addition of these users would mean there is less capacity in Austin Street / Boal Quay / Chapel Street / Common Staithe Quay, Juniper and Vancouver. Permit holders account for a potential additional 1,065 users and their impact on the car park capacity analysis depends on the time of day they park and whether this impacts on the peak occupancy levels ascertained from the data.
- 3.3.2. On Saturday the car parks that get close to capacity (90%+) are Blackfriars, St James Court, Saturday Market Place and Tuesday Market Place. Those that have more than 60% of their spaces occupied are Chapel Street, Surrey Street, Albert Street, Vancouver and St James Multi-storey car park. This excludes any permit holders.
- 3.3.3. As identified in paragraph 3.3.1 and the assumptions made, the actual occupancy and remaining capacity of the car parks would be impacted by the permit holder car park usage and it is noted that the car parks can be full on a number of days during the year at certain locations.
- 3.3.4. There are currently four established residents parking zones in King's Lynn, which restrict parking in these areas to residents and their visitors only at certain times of the day. The areas included are:
- ┆ South Quay and King's Staithe Square (South Quay and College Lane);
 - ┆ Portland Street and Waterloo Street;
 - ┆ Highgate and Eastgate area (Kettlewell Lane, Eastgate Street, Archdale Street, Highgate, Littleport Terrace, parts of Gaywood Road); and
 - ┆ Springwood (parts of Elvington and Langland, Rodinghead, Horton Road, Sawston).

AIR QUALITY

- 3.3.5. Studies have identified parts of King’s Lynn as having unsatisfactory levels of air quality, these assessments are in accordance with the *National Air Quality Strategy* (NAQS).
- 3.3.6. As a result, areas of Gaywood and Railway Road/London Road were assigned as *Air Quality Management Areas* (AQMA) due to the levels of Nitrogen Dioxide emitted from road traffic.

3.4 CURRENT TRIP MAKING PATTERNS

- 3.4.1. The latest available Census data (2011) provides a valuable insight into the journey to work catchment of King’s Lynn as an origin and a destination alongside indicators of the primary mode of transport used for the work journey. An overview of the mode share for the journey to work for the residents of King’s Lynn is provided in Figure 3-3.

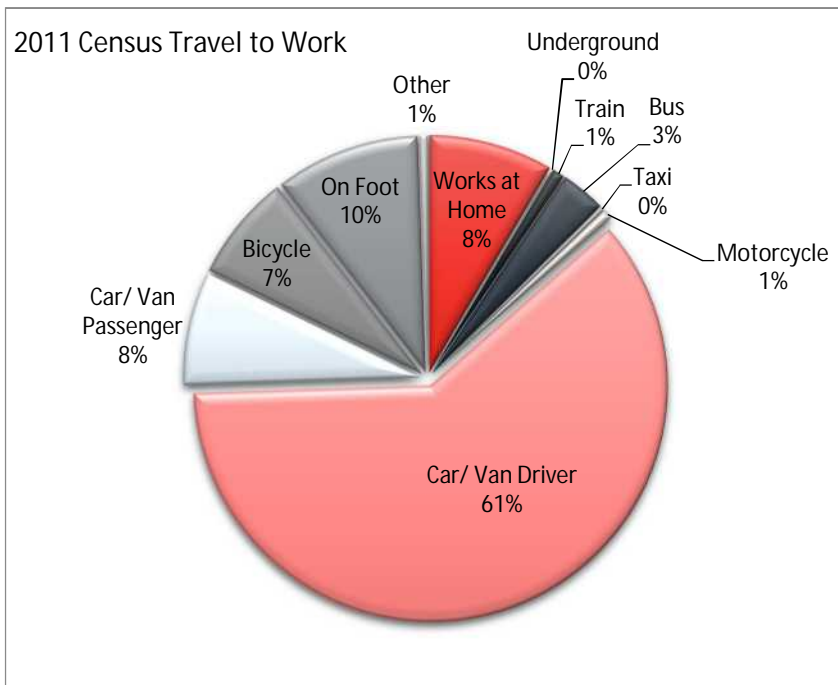


Figure 3-3 - 2011 Journey to Work Mode Share for King's Lynn

- 3.4.2. This pie chart shows that active modes (cycling and walking) account for 17% of journey to work trips and 61% are car drivers. The public transport mode share is 4% (train and bus). Comparisons with the national average statistics are shown in Table 3-2.

Table 3-2 – Census Journey to Work National Average Comparison

Travel Mode	King’s Lynn	England & Wales
Active Modes	17%	8%
Bus	3%	7%
Car Driver	61%	54%

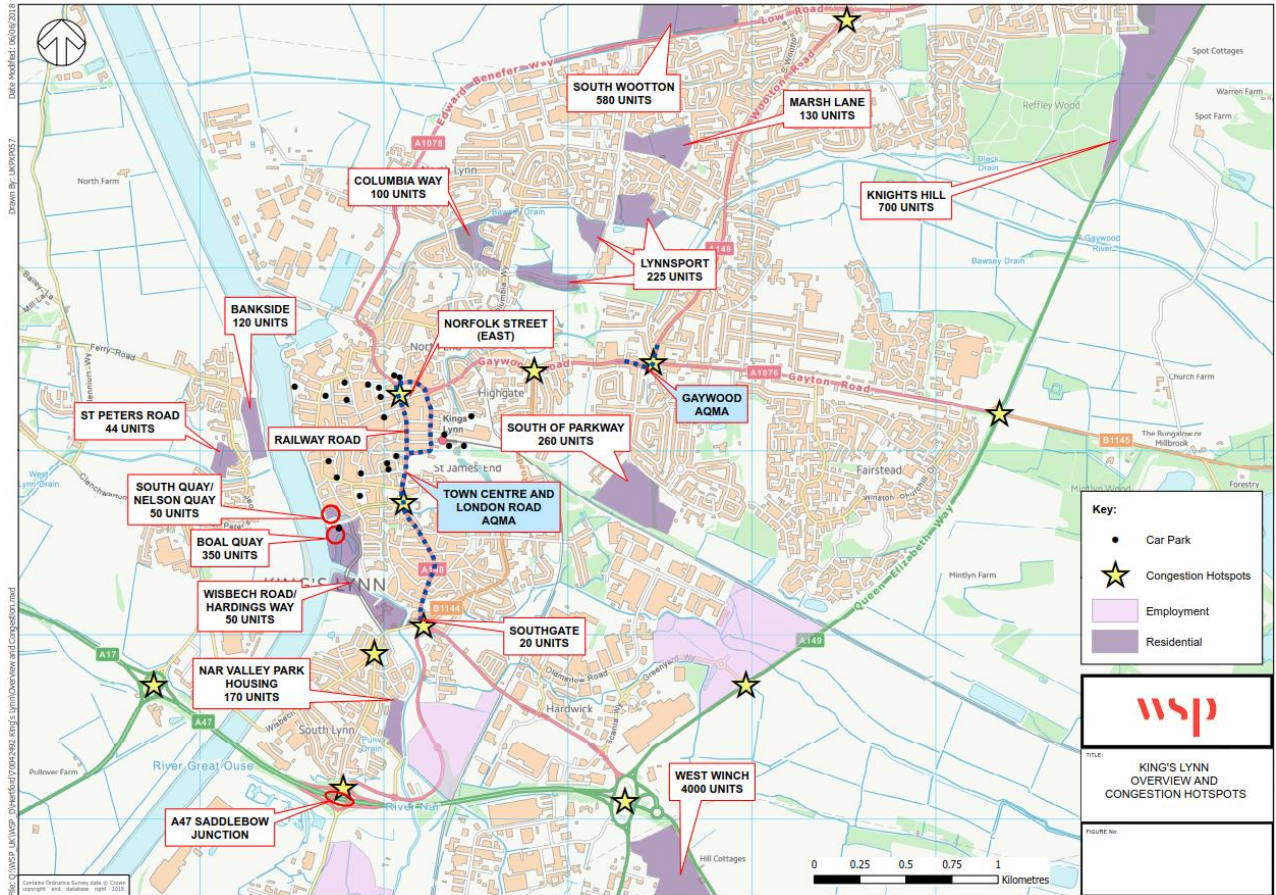
- 3.4.3. Table 3-2 demonstrates that King's Lynn achieves a relatively high proportion of work trips by active modes compared with the national average and a relatively low percentage by bus. The car driver percentage is also higher than the national average. A comparison of the 2011 Census data with 2001 data has shown that there has been negligible change in the mode shares over the intervening 10 years.
- 3.4.4. The analysis of the census data provides the following insights into King's Lynn transport:
- i Mode share by active modes (cycling and walking) is high compared with the national average, providing an indication that King's Lynn is well suited to the use of this mode and also has a good level of provision;
 - i Bus usage for the journey to work is low in King's Lynn compared with the national average, those trips that do take place by bus tend to be over a short distance and within close proximity of the town; and
 - i Car driver trips are relatively high with a large proportion being over a short distance and within the boundary of the town.

3.5 SUPPORTING PLANNED GROWTH

LOCAL PLANNED GROWTH

- 3.5.1. The areas that have been identified for growth within the vicinity of King's Lynn are shown in Figure 3-4.

Figure 3-4 - Study Overview and Development Areas



GROWTH FORECASTS

- 3.5.2. For the purposes of the transport modelling exercise Base year strategic and local micro-simulation models have been prepared using traffic data collected during 2018. Planned development data has then been applied on a site by site basis using data provided by the Borough Council to predict potential traffic growth in 2026 for this initial assessment and to 2036 for the separate study of the West Winch development proposals which are being assessed separately from this study. Figure 3-4 provides an overview of the locations of the developments that have been included in the transport modelling.
- 3.5.3. The Local Plan development information showed that 3,627 dwelling units could be provided up to 2026, with this development included in the 2026 development matrix. In addition, the information provided by the Borough Council in January 2019 identified the Hardwick Extension employment site which will provide 1500 jobs by 2026 and is also included in the forecast model.
- 3.5.4. The detailed local area micro-simulation model for the main town centre area uses traffic data from the Strategic model to predict the localised impacts of the forecast traffic growth. The overall resulting growth assumptions have then been adjusted to match TEMPro growth factors which use the National Trip End Model (NTEM) forecasts.

3.5.5. Overall resulting growth in the Strategic model is provided in Table 3-3, which shows growth from 2018 to 2026 at 6.2% in the AM for trip origins and 7.1% in the PM for trip origins in the area.

Table 3-3 – Adjusted TEMPro Growth 2018 - 2026

Period	2018 – 2026	
	Origin	Destination
AM	1.0622	1.0715
PM	1.0712	1.0693

3.5.6. The impact of the West Winch housing development is further assessed in the forecast 2036 model which has been used for the West Winch study. The 2026 traffic growth forecasts have been used for the purposes of this town centre study.

3.6 HIGHWAY NETWORK IMPROVEMENT SCHEMES

- 3.6.1. The transport models have been used to understand the potential impacts of some of the initial highway schemes that have been developed for addressing some of the identified problems and issues in King’s Lynn. Following consideration of the primary issues that were identified as causing congestion in King’s Lynn an officer working group developed a number of potential highway schemes which could be tested in the transport models to provide an initial understanding of the impacts. The primary areas of congestion concern were the gyratory, Gaywood Clock and Southgates roundabout. The schemes are therefore focussed in these areas with additional measures for Hardings Way also being considered to test the potential for contributing to alleviating some of the congestion issues at these locations.
- 3.6.2. A summary of the scenarios that have been tested are included in Table 3-4.
- 3.6.3. A series of draft initial drawings which have been used in the traffic models are provided in Appendix A. The outputs from the traffic models show that some revisions to these designs will be required.

Table 3-4 – Option Summary for Traffic Models

Option	Name	Description
Reference	2026 Forecast	Forecast traffic growth from SATURN model applied to 2018 Base matrix No changes to highway network
1	Hardings Way	Use Hardings Way for general traffic as well as buses: - inbound only (northbound) 7.00-11.00 -am - outbound only (southbound) 15.30-18.30 -pm Slight alterations to junction with Wisbech Road
2	Hardings Way complimentary measures	Variant of test 1 with mitigation of any adverse impacts of 1
3	Hardings Way	Use Hardings Way for general traffic & buses in both directions throughout the day - weight limit to restrict HGV - Wisbech Road alterations
4	Hardings Way complimentary measures	Variant of test 3 with mitigation of any adverse impacts of 3
5	Traffic Signals	Remove traffic signals at the following junctions: - Loke Road / Gaywood Road (SK02) - Tennyson Avenue / Gaywood Road (SK01) - Loke Road / John Kennedy Road (SK03)
6	Gyratory – Blackfriars Road two-way	Eastern half 2-way (SK061+2)
7	Gyratory – Railway Road two-way	Convert Railway Road to 2-way, leave rest as existing (existing Norfolk Street) (SK04) a. With Southgates 2-lanes southbound (option 9) b. With a. plus northbound 2-lanes at St James Street
8	Gyratory – Railway Road two-way	Convert Railway Road to 2-way, leave rest as existing with Norfolk Street flow direction reversed (SK05) a. With Southgates 2-lanes southbound (option 9) b. With a. plus northbound 2-lanes at St James Street
9	Southgates	Widening of southbound approach to reduce outbound delays. Review results of Hardings Way tests on Southgates

3.7 TRAFFIC MODEL EXTENTS

3.7.1. The traffic modelling work includes two types of models:

- i A strategic (wider area) SATURN model
- i A local (town area) Paramics model

3.7.2. The model extents are provided figures 3-5 and 3-6.

Figure 3-5 - Strategic (wider area) SATURN Model Extent

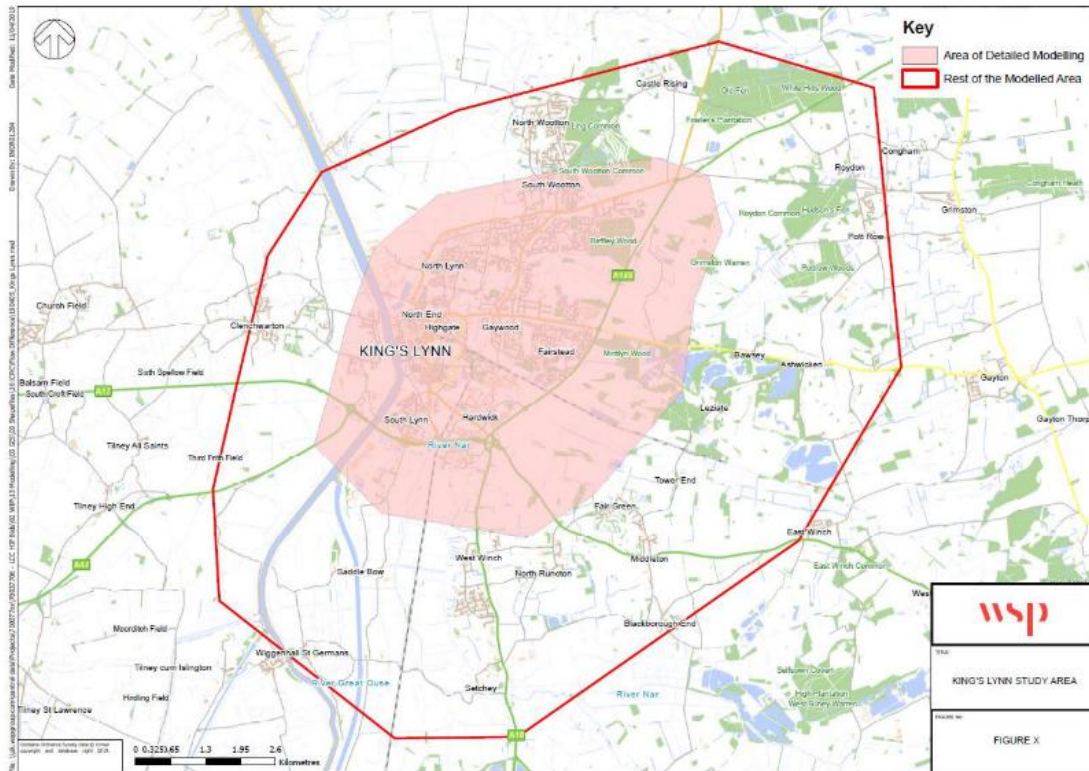
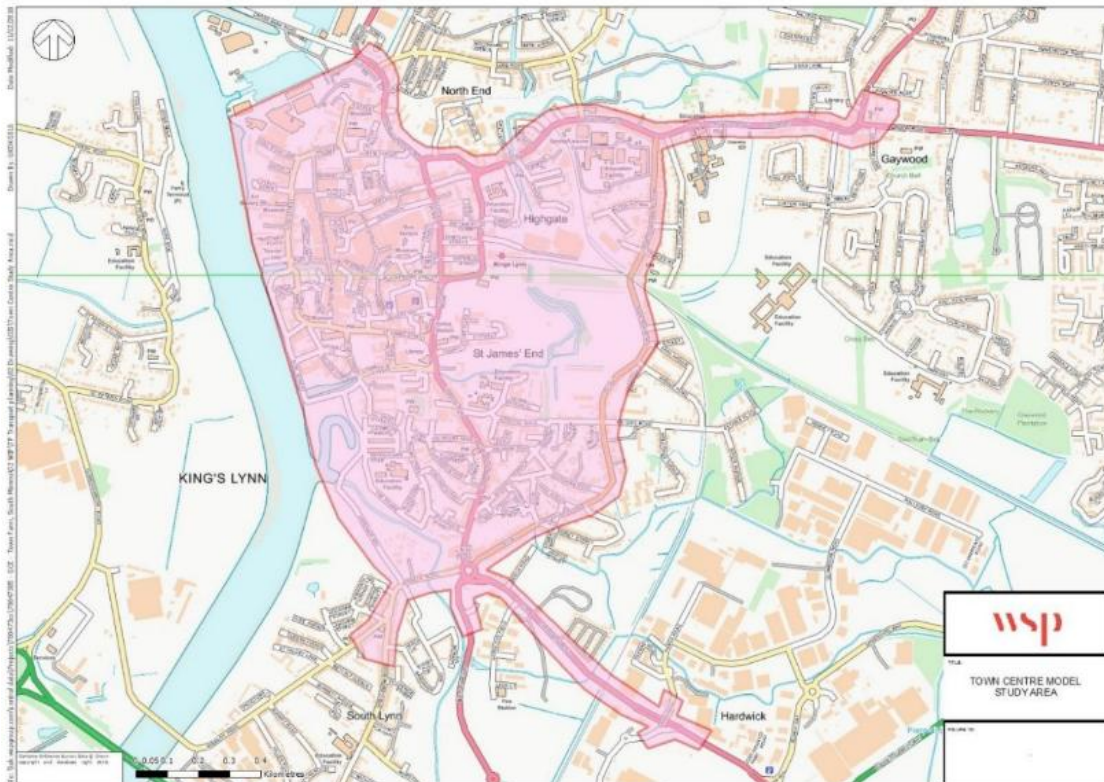


Figure 3-6 - Local (town area) Paramics Model Extent



3.8 STRATEGIC (WIDER AREA) SATURN MODEL SUMMARY

- 3.8.1. The following provides a summary of the main findings from the SATURN modelling work, with a more detailed technical breakdown of the results provided in Appendix B.

SCENARIOS 1 TO 4

- 3.8.2. Scenarios 1 to 4 present a combination of Scenarios relating to the opening of Hardings Way to traffic for some or all of the day. All 4 Scenarios have similar impacts on traffic reassignment.
- 3.8.3. In all there is a reduction in traffic on the A148 London Road, with a counter increase in traffic on Wisbech Road. Further junction testing and signal optimisation of the Wisbech Road / Hardings Way junction may reduce the delay.
- 3.8.4. In all four scenarios the consequence of the opening of Hardings Way to traffic leads to increased traffic on roads such as King's Street (except in Scenario 2 and 4 where this is banned), South Quay, St. James Street. The level of traffic deemed desirable on these sorts of roads needs to be determined to allow for consideration of potential mitigation if the levels forecast are deemed undesirable.
- 3.8.5. Although the opening of the link provides additional route choice in the town, overall benefits are limited as reductions in queues on existing routes are offset by an increase on queues on the routes where flows have increased as a result of the re-assignment.

SCENARIO 5

- 3.8.6. In Scenario 5 three different junctions are proposed to be converted from signalised junctions to roundabouts and priority junctions.
- 3.8.7. The three different junction schemes cause a number of reassignments to occur, from changes in flow along Gaywood Road and Tennyson Avenue to Edward Benefer Way. The schemes tend to reduce traffic within the town centre / gyratory area.
- 3.8.8. A set of sensitivity tests looking at each junction independently may be advisable to isolate the reassignment impacts to achieve desired rerouting. The increases in traffic along Loke Road are not desirable given the residential nature of the street, and some form of mitigation may therefore be required.

SCENARIOS 6 TO 8

- 3.8.9. These Scenarios all reassign traffic away from the gyratory. Consequently, there are some wider reassignment impacts on roads such as Edward Benefer Way. There is a need to consider whether the roads on which traffic reassigns to is desirable and are not too residential. Specific mitigations could alleviate such specific impacts if deemed appropriate.
- 3.8.10. Overall network performance has little benefit from any of the proposed schemes.

SCENARIO 9

- 3.8.11. Scenario 9 is shown to have minimal impact on its own within the SATURN model. Within the Paramics model this Scenario was tested in combination with other Scenarios and further work could seek to replicate this to understand if Scenario 9 provides greater benefit when combined with one or more of Scenarios 1-8.

OVERALL SUMMARY FROM WIDER AREA MODEL

- 3.8.12. The proposed mitigation scenarios demonstrate that the majority of schemes have significant effects upon the assignment of traffic within King's Lynn, however the reassignment has limited overall benefit on highway network performance.
- 3.8.13. The potential wider benefits of schemes associated with the re-assignment of traffic should therefore be considered given the limited network capacity benefits. This could include the benefits that could be provided to active modes on links with reduced traffic flows as a result of the schemes.

3.9 LOCAL (TOWN AREA) PARAMICS MODEL SUMMARY

- 3.9.1. The following provides a summary of the main findings from the Paramics modelling work, with a more detailed technical breakdown of the results provided in Appendix C.
- 3.9.2. The application of the Strategic model growth to the zones in the Paramics micro-simulation model resulted in the development of scenario models to understand the impact on individual junctions within the town. The application of the trip growth to the localised town centre area resulted in growth levels varying for each scenario between 6.9% and 12.8% in the AM peak between 2018 and 2026 and between 7% and 12.5% in the PM peak for the area included in the model.
- 3.9.3. The 2018 Base model has been used along with forecast traffic flows from the SATURN model to develop a 2026 town centre Reference Paramics model. Development data and background traffic growth has been included in the SATURN model and constrained to forecast TEMPRO growth levels for the area. In turn each of the highway option scenarios has been tested in the SATURN model and changes in traffic flows have been applied to the Paramics model matrices to take account of wider area routing outside the localised Paramics network that results from the scenarios.
- 3.9.4. The following conclusions can be drawn from the modelling work that has been undertaken in the local town centre micro-simulation model:
 - i The 2026 Reference case model shows an increase in traffic congestion and a reduction in average vehicle speeds across the model network compared with the 2018 Base model for both the AM and PM peak hours;
 - i The PM peak shows a greater level of additional delay than the AM peak model with the additional 2026 predicted traffic flows;
 - i During the AM peak, the network-wide scenario test results do not show a noticeable improvement over the 2026 Reference case model;
 - i During the PM peak, more benefits are realised though the schemes.
 - i Notably in the PM peak Reference model the addition of the 2026 traffic flows increase the level of delay for vehicles exiting from Millfleet as a result of additional southbound delay associated with Southgate roundabout. Options 1 and 3, (Hardings Way without additional restrictions in King Street); options 7b and 8b (gyratory reconfiguration with 2-lanes southbound Southgate and 2-lanes northbound on Railway Road); and option 9 (2-lanes southbound to Southgates) all provide improvements to the network performance compared to the 2026 reference model, as a result of addressing this issue in the PM peak;
 - i In the AM peak the Hardings Way (without additional mitigation) scenarios (1 and 3) and gyratory scenarios with the Southgates scheme and northbound 2-lanes on Railway Road (7b and 8b) have the most positive impact on network performance, queues, journey times and traffic flow within the town centre model network;

- i The Hardings Way scenarios (1 and 3) and gyratory scenario with the Southgates scheme (8b) have the most positive impact on network performance, queues, journey times and traffic flow within the town centre model network in the PM peak;
- i Overall in the AM peak the gyratory options do not show an improvement over the Reference case model in terms of network performance, journey times, queues or traffic link flows;
- i Overall in the PM peak, gyratory options 7b and 8b show an improvement over the Reference case model in terms of network performance, journey times, queues or traffic link flows;
- i Option 7b and 8b and Option 9 have a positive impact on traffic capacity and congestion levels compared with the alternative gyratory options which do not provide capacity improvement measures southbound to Southgates or northbound to Railway Road;
- i The scenario tests have more of an impact in the PM models compared with the AM models. The PM models are generally more congested than the AM models;
- i Scenario 5 which removes the traffic signals at locations to the north and east of the gyratory shows some benefit to traffic congestions at these locations, in this scenario the Southgates improvement has not been included; and
- i The car park options which included matrix changes only (options 10, 11 and 11a) show that Option 11a would require mitigation at the junction of North Street / John Kennedy Road due to the large increase in traffic flows around the junction as a result of the new car park at the Patrick and Thompson's site. The other car park scenarios show minor localised impacts.

3.9.5. As a result of the conclusions from the modelling work, it is recommended that further work could be undertaken on the following scenarios to explore whether further benefits could be realised from their implementation:

- i Use of Hardings Way for additional traffic and how this could be managed / implemented. Restrictions on King Street have been tested in the modelling work (options 2 and 4) and have shown some of the benefits may be reduced as a result. It could be beneficial to test alongside the Southgates roundabout improvements.
- i Further investigation into making improvements for buses to make better use of Hardings Way, as highlighted in the Options Appraisal also needs further consideration in design options going forward;
- i Southgates southbound improvement scheme combined with Option 5 (conversion of specified junctions to roundabouts) could provide further additional benefits particularly in the PM peak for this scenario;
- i Generally, the gyratory options on their own do not present favourably compared with the Reference case in terms of traffic capacity, delay and link flow. Further design options could be explored to alleviate the constraints that are currently evident in these scenarios and understand potential additional benefits for other modes, including design options that assist access for buses to the bus station;
- i Further clarification on the specific scheme objectives is required since the highway measures that have been tested in both the wider area model and local model appear to show limited benefit for traffic capacity in the forecast scenarios when considered on their own. A focus on providing specific benefits for buses, cycles, pedestrians, air quality and public realm would help to support specific measures;

- i The potential predicted impacts on air quality through an assessment of the traffic flows and speeds within the network can be explored to further support the gyratory options. However, options 7b and 8b may be deemed undesirable in air quality terms due to the provision of a 2-lane northbound section on Railway Road which may negate some of the potential benefits of the gyratory options for air quality improvement; and
- i Further work to develop improvements on all approaches at Southgates with a focus on also improving the pedestrian environment on London Road, and facilitating the use of Hardings Way for enhanced use by buses by providing better connections to Hardwick Road via Southgates and London Road via Millfleet junction.

RECOMMENDATIONS FROM MODELLING WORK

- 3.9.6. The following provides a summary of the conclusions from these initial model tests:
- i In the AM options 1, 3, 8b and 9 provide the highest performance statistics;
 - i In the PM options 1, 3, 5, 8b, 9 provide the highest performance statistics; and
 - i Overall options 1, 3, 5, 8b and 9 have potential for further work in terms of combining and resolving current design related issues.
- 3.9.7. Options 1 and 3 (Hardings Way (without restrictions to town centre access) perform better overall than those with the additional mitigation on King Street. Further investigation on the town centre mitigation is required to fully appreciate the potential impacts of this option on local traffic flows. Further investigation of combining this option with the option 9 Southgates southbound improvement scheme could also realise further benefit.
- 3.9.8. Options 8b and 9 (2-way gyratory with 2-lanes northbound and Southgates option 9) show some potential in assisting with relieving some of the additional problems brought about by the traffic growth up to 2026. Further work to establish whether the gyratory changes bring wider benefits for other users and further feasibility of options for London Road and Southgates design would be beneficial. There is also an opportunity to reduce the scheme scope at the gyratory alongside the potential for specific additional public transport enhancements which is recommended to be considered further.
- 3.9.9. Option 5, whilst not showing much benefit on its own in the AM peak does show some benefits in the PM peak and if combined with Option 9 Southgates southbound improvements further benefits to traffic flow could be realised. It is recommended that the combination of schemes is further considered.

4 PLANNED INFRASTRUCTURE IMPROVEMENTS

INTRODUCTION

- 4.1.1. Whilst there are no planned infrastructure improvements within King's Lynn there were a number of areas for improvement identified on the local highway network which were not taken through the full appraisal process and were sifted out during the early sifting process. The sifting out for these options was primarily in relation to their scope being very localised, maintenance or signage related; and the dependency on commercial bus operator investment decisions which meant that these schemes would have afforded low scores in further appraisal but are nonetheless worthwhile improvements which could provide an immediate localised benefit and are relatively simple short-term measures that could be addressed through local maintenance budgets. These are included in this Strategy document for reference and further uptake.
- 4.1.2. Whilst these schemes were taken out of the appraisal process they have not been discounted from being implemented. During the Stage 2 appraisal they were identified as suitable for taking forward and retaining I the Strategy should future changes be made. For example, the option for bus operators to make further investments in ticketing initiatives is supported by the Transport Strategy.

4.1.3. Table 4-1 sets out the options to promote and encourage bus travel.

Table 4-1 – Options to promote and encourage bus travel

Ref	Theme	Timescale	Option	Description
1.2	Buses	Short	Bus stop hard-standing - opposite Bepak A1078 Edward Benefer Way	Hardstanding for bus stop opposite Bepak (A1078 Edward Benefer Way)
1.8	Buses	Short	Improve bus service offer in King's Lynn on evenings, Sunday and Bank Holiday where feasible	Provide earlier and evening weekday buses for King's Lynn as well as Sunday and Bank Holiday service to relieve traffic congestion to access employment and address social inclusion
1.9	Buses	Short	Multi-operator ticketing on bus services and investigate provision of town-wide real-time information at bus stops	Investigate with the bus operators measures to improve multi-operator ticketing including rail services. Improve passenger information experience at bus stops
1.16	Buses	Medium	Work with bus operators to provide the best possible vehicle stock in King's Lynn	With continuous improvement in bus service reliability and patronage the possibilities for further vehicle investment can be realised in King's Lynn. However, for the bus services to become more viable in the town further support for providing greater service journey time reliability and complimentary parking measures are required in the first instance
-	Buses	Short	Provision of bus stop on the town-bound side at Hardwick retail park	To be sought through developer contributions or existing public transport improvement budgets

4.1.4. Table 4-2 sets out the options to promote and encourage travel on foot and bicycle.

Table 4-2 – Options to promote and encourage travel by active modes

Ref	Theme	Timescale	Option	Description
4.3	Active Travel	Short	Provide cycle lanes and cycle lane cameras (relevant to on-road cycle lanes only)	Provide more on-road space for cyclists and cycle lane cameras for safety
4.4	Active Travel	Short	Unified cycle signage strategy for Kings Lynn	Cycle paths, cycle hire docking stations, signage, etc. needs a unified public realm strategy to aid brand identity for King's Lynn and provide further enhancement
4.6	Active Travel	Short	Secure cycle parking located at CCTV camera locations	Secure cycle parking located near CCTV cameras is required throughout the town and notably at the rail station.
4.12	Active Travel	Short	Formalise pedestrian desire line between John Kennedy Road and Austin Street	Provide for the desire line (between John Kennedy Road and Austin Street over the Norfolk County Council grounds of Priory House) in the street design or take measures to encourage pedestrians to use the existing footway
4.17	Active Travel	Short	Way-finding & signage issues: Saturday Market Place cycle signing; Norfolk Street wayfinding signs; Hardings Way/Wisbech Road wayfinding signs;	Misleading on-street signage - sign in foreground indicates a shared use unsegregated cycle and pedestrian route while just after cycling is prohibited; no wayfinding signage available along Norfolk Street-provide signing along this link; Hardings Way/Wisbech Road no wayfinding signs available-provide signage at this location
4.20	Active Travel	Short	Various locations for repair, repainting and cleaning	Evidence of surface wear, cracking and potholes at entrance to Austin Street West Car Park
4.21	Active Travel	Short	Various locations for repair, repainting and cleaning	In proximity of Priory House is worn. Wear and fading of cycle markings on southern section of John Kennedy Road - junction with Railway Road
4.22	Active Travel	Short	Various locations for repair, repainting and cleaning	Pedestrian footway marking in car park are faded, especially around the disabled parking provision
4.23	Active Travel	Short	Various locations for repair, repainting and cleaning	Wear of step markings at entrance. Maintenance to footway has removed cycle route pavement markings outside the station
4.24	Active Travel	Short	Various locations for repair, repainting and cleaning	Damage to pavement slabs may create a trip hazard in the pedestrianised shopping are
4.25	Active Travel	Short	Various locations for repair, repainting and cleaning	Faded cycle route markings at western end and footway edges cracked

4.26	Active Travel	Short	Various locations for repair, repainting and cleaning	Cycle parking racks have been damaged and need repair
4.27	Active Travel	Short	Various locations for repair, repainting and cleaning	Pedestrian guard railings damaged and need repair
4.28	Active Travel	Short	Various locations for repair, repainting and cleaning	On-road cycle lane markings are faded
4.29	Active Travel	Short	Various locations for repair, repainting and cleaning	Weathered and obscured wayfinding signs need cleaning
4.30	Active Travel	Short	Various locations for repair, repainting and cleaning	Improvised asphalt ramp located between the footway and road to assist with transitioning between grades. Recommend incorporating dropped kerbs
4.31	Active Travel	Short	Various locations for repair, repainting and cleaning	Connections with villages to the east - maintain cutting back of foliage
6.9	Active Travel	Short	Valingers Road improvement scheme / remove right turn into Valingers Road / monitor the trial layout	Investigate providing three lanes southbound, one lane northbound between Checker Street and Valingers Road to aid traffic flow at this location. Monitor the Trial layout; alternative option to remove the right turn into Valingers Road

4.1.5. Table 4-3 sets out the options to promote air quality improvements

Table 4-3 – Options to promote air quality improvements

Ref	Theme	Timescale	Option	Description
4.7	Other	Short	Work with schools and education in King's Lynn to provide safe alternatives to private car for school children	Develop a campaign for King's Lynn to encourage parents not to drive children to school. Work with the schools to develop safer routes to school, walking buses, safe cycle routes, provision for secure cycle storage at the schools and provide the schools with the tools they need to improve localised parking issues around schools and the impacts on the town. Address air quality impacts on Wisbech Road at the schools.
-	Other	Medium	Continue to engage with employers in King's Lynn to promote and provide alternative modes of travel and contribute towards reducing congestion.	Continued work through the County Council Travel Planning to engage further with current and particularly new developments to provide travel planning incentives to deliver sustainable travel mode shares in the future
8.3	Other	Medium	Promote provision for Electric Vehicles in King's Lynn through engagement with employers and infrastructure provision	Electric vehicle uptake is increasing at a high rate in response to climate change impacts and a desire for change. King's Lynn should keep supporting these developments to ensure adequate town centre provision is made and to provide a step change in new developments, both commercial and residential
8.4	Other	Medium	Keep under review the development of autonomous vehicle technology and its application in King's Lynn, particularly in respect of scheme implementation and having a network that is 'future ready'	Smart transport initiatives are starting to happen and be implemented across larger cities in the UK, Norfolk County Council and King's Lynn will need to remain informed about these initiatives and their potential application in the town.

5 THE NEED FOR PRIORITISED INVESTMENT

5.1 TRANSPORT CHALLENGES AND OPPORTUNITIES

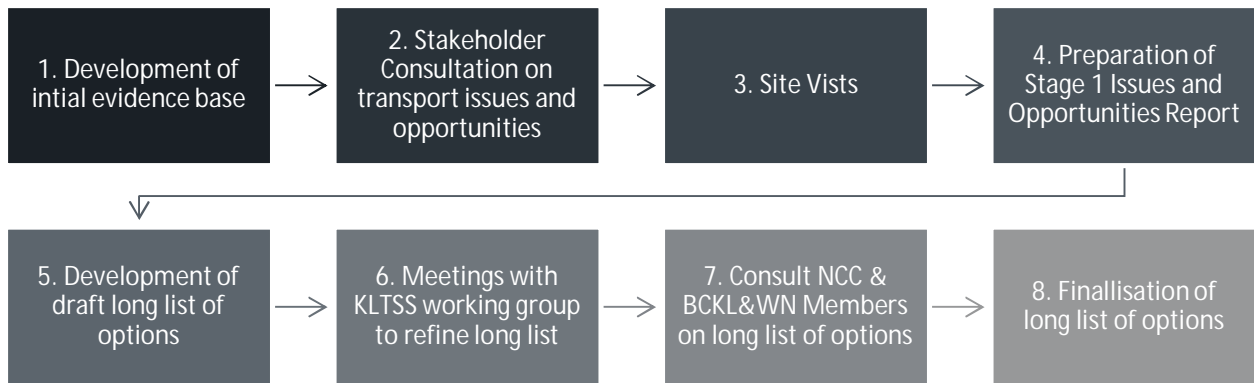
- 5.1.1. The transport challenges and opportunities set out in Section 3 have been used to inform the development of a long list of potential transport infrastructure interventions that can support the Vision and Objectives of this Transport Strategy.
- 5.1.2. In summary the main transport challenges and opportunities that need to be considered are:
- ¡ Improved conditions and opportunities for cycling and walking;
 - ¡ Address the local highway network issues including the traffic signals, gyratory and Southgates in particular;
 - ¡ Address the strategic highway network issues to help relieve through traffic during incidents and seasonal high traffic demand;
 - ¡ Help to support improving bus journey time reliability in King's Lynn by addressing the capacity issues on the highway network whilst also providing schemes that provide overall improvements to the bus journey experience and provide a more socially inclusive service for all;
 - ¡ Support the local ferry provision to both provide for increased demand and provision of an improved passenger experience at low tides in particular and to promote social inclusion; and
 - ¡ Providing an over-arching car parking strategy which encourages use of public transport particularly for short journeys, outside the scope of cycle and walking trips, to support the bus network and leverage additional investment.
- 5.1.3. These issues and opportunities form the main basis of the transport strategy development and align with the strategy vision and objectives.

5.2 PRIORITISED INVESTMENT

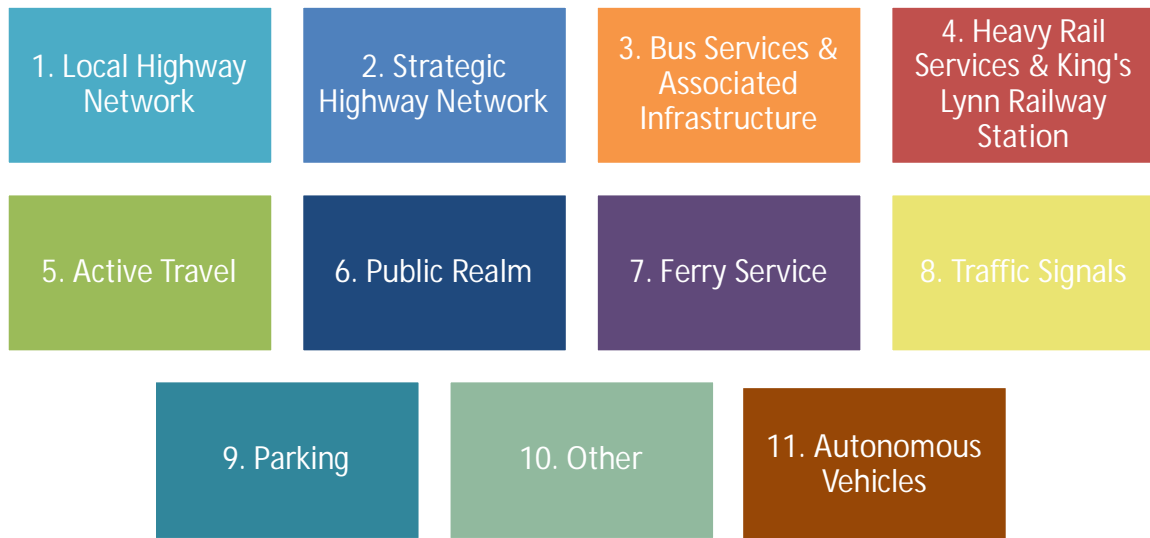
- 5.2.1. To address the above challenges and opportunities there is a need for prioritised investment in transport infrastructure. This can help address the reasons for social exclusion by providing better access to jobs and services, but also help promote sustainable housing and economic growth in the town by reducing the need to travel by car and improving access to supply chains and labour markets.
- 5.2.2. The investment in transport infrastructure is envisaged to be through a package of short, medium and long-term infrastructure interventions that could be delivered during the current local plan period to 2026 and beyond to 2036.
- 5.2.3. The following sections summarise the option development process used to identify a recommended shortlist of transport infrastructure schemes, currently uncommitted, that are recommended for progression over the next 10+ years.

5.3 TRANSPORT INFRASTRUCTURE OPTION DEVELOPMENT

- 5.3.1. The initial step was to develop a long list of short (0 to 3 years), medium (3 to 10 years) and long-term (10+ years) options based on the evidence base in the Stage 1 Transport Issues and Opportunities Report (summarised in Section 3 above), working group meetings with Norfolk County Council and BCKL&WN and consultation with stakeholders and Members of BCKL&WN. This process is set out in the diagram on the next page.



5.3.2. No single option was considered capable of solving all the identified issues or achieve all the study specific objectives. Therefore, a number of overarching transport themes that are complementary to each other have been used to group the identified options. The transport themes are:



5.4 STAKEHOLDER ENGAGEMENT

- 5.4.1. A stakeholder consultation event was held on 16 April 2018. The purpose of this event was for the project team to introduce the Transport Strategy to key stakeholders and Council Members. The workshop consisted of a presentation by WSP setting out the transport issues and opportunities in the Transport Strategy study area.
- 5.4.2. The presentation was followed by a feedback session where key Stakeholders and Council Members could provide comment on the transport issues and opportunities identified in the presentation.

5.4.3. Comments were received in regard to the following:

- ┆ Walking and cycling infrastructure;
- ┆ Travel patterns of residents;
- ┆ Visitors and workers of King's Lynn;
- ┆ Rail and bus services; and
- ┆ The local and strategic road network.

5.4.4. Feedback received was incorporated into the Stage 1 Issues and Opportunities report and taken into consideration during the development of the long list of options.

5.4.5. Further engagement has been undertaken with BCKL&WN and NCC member groups as follows:

- ┆ Thursday 31st August 2017;
- ┆ Thursday 7th December 2017;
- ┆ Wednesday 14th February 2018;
- ┆ Wednesday 9th May 2018;
- ┆ Thursday 12th July 2018;
- ┆ Thursday 15th November 2018;
- ┆ Wednesday 10th April 2019; and
- ┆ Wednesday 7th August 2019.

5.5 LONG LIST OF OPTIONS

5.5.1. In total, 100 conceptual options were initially identified for King's Lynn, this was shortened to take account of compatible schemes that were similar in scope or located in the same area. Following this initial review, the schemes comprised:

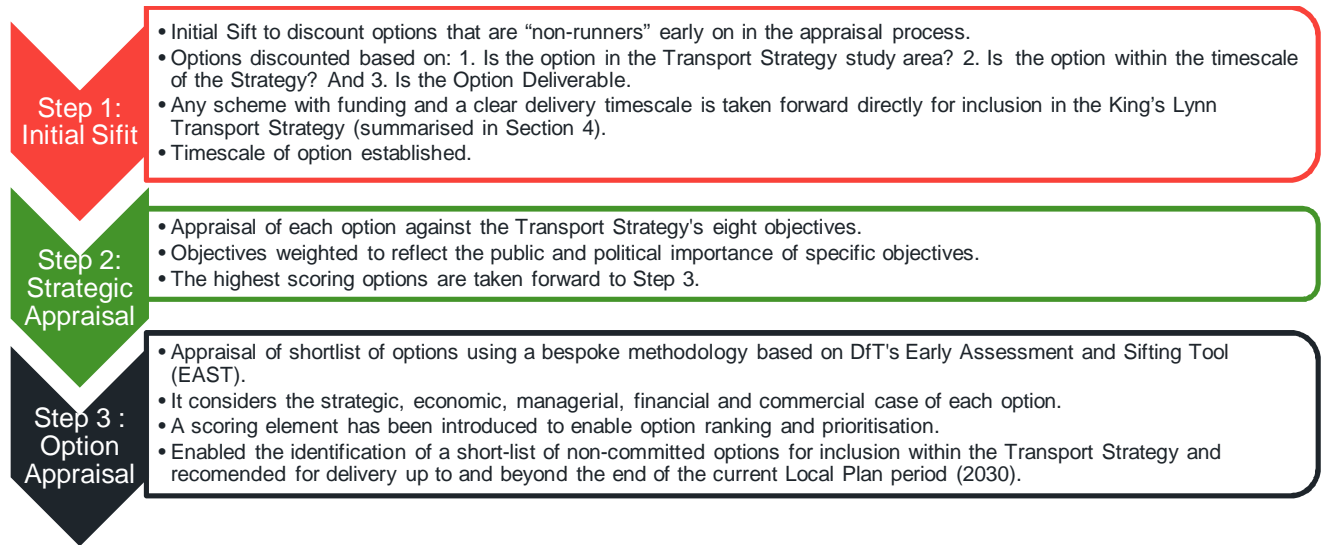
- ┆ 24 General local highway improvement schemes;
- ┆ 4 Ferry Service improvement schemes;
- ┆ 5 improvement schemes related to traffic signals in King's Lynn;
- ┆ 21 Bus service & associated infrastructure improvement schemes;
- ┆ 2 Public Realm improvement schemes;
- ┆ 4 Rail improvement schemes;
- ┆ 30 Active travel improvement schemes;
- ┆ 6 Parking policies / improvement schemes;
- ┆ 1 Electric vehicle scheme;
- ┆ 2 Smarter choices initiatives; and
- ┆ 1 Autonomous vehicle technology initiative.

5.6 OPTION APPRAISAL

5.6.1. It is not possible to deliver all of the options identified on the long list due to timescale, funding and deliverability constraints. Therefore, in order to identify a prioritised list of options for inclusion in the Transport Strategy an option appraisal of the long list of options was undertaken. This appraisal was undertaken using a bespoke Strategic Assessment tool based on the Department for Transport's Early Assessment and Sifting Tool (EAST) which compares the Strategic, Economic, Managerial, Financial and Commercial case for each transport option.

5.6.2. The purpose of the option appraisal was to produce a shortlist of short, medium and long-term options recommended for delivery up to and beyond the end of the current local plan period (2030).

5.6.3. The appraisal was a three-step process which is reported in full in the Stage 2 document:



5.6.4. The following section identifies the shortlist of short, medium- and long-term options recommended for delivery by the end of the current local plan period (by 2026) with a view to also taking these forward to accommodate the potential additional growth currently being identified to 2036.

5.7 OPTION MODELLING

- 5.7.1. Initial design work has been undertaken on some of the highway schemes that look to alleviate congestion and air quality issues at key locations in King’s Lynn. These have been used in the strategic and local area traffic models to begin to understand the possible traffic and air quality implications of certain changes to the highway network.
- 5.7.2. This process has identified a number of options that could be worth considering in more detail in terms of design and modelling to establish whether alternative design arrangements could bring greater levels of benefit in terms of traffic flow and air quality objectives.
- 5.7.3. Where appropriate these outline measures have been included within the proposed Transport Strategy for King’s Lynn and are identified as warranting some further analysis and design at this stage.
- 5.7.4. Specifically, the modelling work has found the following initiatives show some benefits and are should be considered further in terms of both design detail and also benefit.
- ¡ A scheme for Southgates roundabout;
 - ¡ A scheme for Hardings Way; and
 - ¡ A scheme for the Gyratory.

6 AN INTEGRATED TRANSPORT STRATEGY FOR KING'S LYNN

6.1 OVERVIEW

- 6.1.1. This section sets out a package of short, medium and long-term options to address the transport issues in King's Lynn and support sustainable economic growth. The selection of schemes for the strategy that are presented within this section has focussed on where the investment has potential to have the greatest impact, based on the information-gathering exercise, the results of the detailed scheme appraisal process and the transport modelling work that has been undertaken to date. The initial scheme selections detailed here have come out of the option appraisal assessment approach detailed in paragraph 1.4.4 and has also been verified through local Member engagement meetings.
- ┆ **Short-term** options are planned for delivery by 2022;
 - ┆ **Medium-term** options are planned to be delivered between 2023 and 2030; and
 - ┆ **Long-term** options are planned for delivery beyond 2030.
- 6.1.2. All of the options identified in this section of the Transport Strategy and Action Plan are non-committed, have no identified funding source and have no confirmed timescale for delivery. As such the expected delivery should be treated as a recommendation and may change based on funding opportunities and/or further option feasibility.
- 6.1.3. It should be noted that all the options presented in the Transport Strategy are unranked and presented in terms of timescale (short, medium and long) and also by mode and geographical coverage.
- 6.1.4. The Stage 2 report identified a wide range of options for inclusion in the Strategy. The focus of this transport strategy is to identify those areas where the investment will have the greatest impact, based on the information-gathering exercise, the results of the detailed scheme appraisal process and the transport modelling work that has been undertaken to date. The schemes which were identified in the Stage 2 report which have not been included in the Transport Strategy and this Stage 3 Report are included in Appendix D with further reasoning provided.
- 6.1.5. A list of 18 Short-term schemes is provided, along with 12 medium term and 3 long term schemes. A total of 33 schemes are prioritised for pursuing in the Transport Strategy.

6.2 A MULTI-MODAL STRATEGY

- 6.2.1. The Transport Strategy includes a range of strategic and local highway capacity improvement schemes alongside improvement schemes that could address issues with reliability on the existing bus network. These sit alongside the potential to make further improvements to the existing cycling and walking network to further support the already high mode share for journey to work for these active modes of travel.
- 6.2.2. A single mode or option cannot address the transport issues in King's Lynn. As such a package of measures are required including strategic and local car and active mode based options, that enhance:
- ┆ Local Highway Network capacity;
 - ┆ Strategic Highway Network capacity
 - ┆ The bus provision;
 - ┆ Rail services and King's Lynn Railway Station;

- ┆ Walking and Cycling infrastructure;
- ┆ Parking provision and management; and
- ┆ Smarter Choices (e.g. Travel Plans).

6.3 ENVIRONMENTAL AND AIR QUALITY IMPACTS

- 6.3.1. The potential changes to the transport infrastructure will consider the environmental impacts to provide overall improvements in air quality where feasible. Research suggests that transportation is a significant emitter of pollutants harmful to health, habitats, ecologies, the local built and natural environment as well as having links to climate issues. Combustion-engine powered transportation produce destructive pollutants such as Carbon Dioxide (CO₂), Nitrogen Oxides (NO_x) and Particulate Matter (PM₁₀ and PM_{2.5}) which are linked to concerns such as rising climate temperatures, respiratory issues and acid rain.
- 6.3.2. Overall, the transport options highlighted in tables 6-1 to 6-10 aim to provide an improvement in traffic flow with potential positive impacts on environmental conditions, particularly in terms of air quality. For example, schemes may incorporate the optimisation of traffic flows which reduces idling vehicles and can lead to improved journey times which is in accordance with good practice and promoting sustainable transport systems.
- 6.3.3. Further work on understanding and quantifying the air quality impacts will be undertaken from the traffic modelling exercise with the traffic flows from the option traffic models being used to inform this.

6.4 TRANSPORT STRATEGY AND ACTION PLAN

- 6.4.1. The proposed Transport Strategy is included in this section which provides tables and plans identifying the scheme location, mode of travel and timescale.
- 6.4.2. In order to realise the ambitious vision and objectives of this Transport Strategy and to help deliver the infrastructure solutions identified, an outline Action Plan has been developed in Tables 6-1 to 6-10. This is intended to:
- ┆ Help identify initial actions to develop each option; and
 - ┆ Identify stakeholder engagement that is likely to be required.
- 6.4.3. The initial actions are intended to help steer the development of business case for the programme of work as a whole and individual projects within the programme, and to assist with securing future funding.
- 6.4.4. The initial actions and likely stakeholders are provided alongside the description of each option in the tables in each Section 6.4, 6.5 and 6.6.
- 6.4.5. Figures 6-1, 6-2 and 6-3 show the locations of the short-term, medium-term and long-term options respectively.

6.4.6. Within the tables the schemes are categorised and labelled as follows:

i Timescale

- Short Term (S)
- Medium Term (M)
- Long Term (L)

i Mode / Type of Scheme

- Public Transport (PT)
- Active Modes (AM)
- Traffic Signals (TS)
- Highway Network (HN)
- Travel Management (TM)

i Scheme reference number

6.5 SHORT TERM (OPTIONS EXPECTED TO BE DELIVERED BY 2022)

6.5.1. The location of the short-term options is included in the figure below, detailed in tables 6-1 to 6-5.

Figure 6-1 - Transport Strategy Short Term Options



Table 6-1 – Options to encourage journeys by public transport (Short-term Public Transport – SPT)

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
SPT1 (1.10)	Access for buses to bus station via Albion Street; Improved Albion Road exit for buses	Bus lane on Railway Road and bus station access via Albion Street to reduce delay and journey times for buses. Improve the road layout design to provide an improved left turn onto Railway Road from Albion Street which is a tight turn. Current traffic light timings only allow 2 buses through (usually cars + buses to exit). More green time needed / change quicker when there are a number of vehicles waiting to exit	Benefits for bus access, egress and routing to the bus station, providing more reliable journeys and reducing journey time on some routes. Potential for switch from car to improved bus services. Local air quality benefits.	Provision of a bus lane may reduce capacity for other vehicular traffic	Prepare highway design options and test in tracking and the micro-simulation model. Adjust/optimize signal timings for exit from Albion Road	Norfolk County Council Bus Operators
SPT2 (1.19)	Reduction in outbound delays at Hansa Road, Hardwick Road junction outbound for public transport; Hansa Road yellow box improvements for traffic exiting retail park	Address traffic signal delays at the junction in the outbound direction which cause queues back to Southgate and beyond and impact on bus journey times as well as Southgates roundabout and London Road; Review yellow box usage and improvements at B&Q / Next to allow people to exit the retail park more easily	Benefits for all main road traffic in terms of journey times and queues.	Potential for additional delays for exiting retail park traffic and/or pedestrian movements	Prepare alternative highway design layouts to address the problem. Adjust/optimize the traffic signal timings for the main road outbound traffic flow / rationalisation of the pedestrian movements	Norfolk County Council
SPT3 (2.1)	Enhanced signage and publicity for King's Lynn ferry	Provide improved information and signage for the Ferry around the town and through information technology to further promote and encourage its use	Benefits for travel in King's Lynn and for the retention of this facility within the community	None	Design and provide locations for additional signing and information through web and social media	BCKL&WN and current Ferry Operator
SPT4 (2.2)	Additional car parking at West Lynn for the Ferry and secure storage for cycles	Provide improved and additional car parking at West Lynn alongside provision for secure cycle storage	Benefits for travel in King's Lynn and for the retention of this facility within the community	None	Develop a scheme for the improved parking provision and identify location for the cycle storage	BCKL&WN and NCC

Table 6-2 – Options to encourage journeys by actives modes (Short-term Active Modes – SAM)

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
SAM5 (4.2)	Cycle lane continuity through the town (including improved provision for cyclists including new routes / infrastructure / signage)	A number of areas where cycle provision and infrastructure could be improved have already been identified and it is proposed that these could be taken forward through further development of schemes to further optimise and promote their use. Areas where it would be beneficial to expand the cycle network around King's Lynn will also be included Historic Quayside route, town centre access and alternatives, major road crossing and safety provision	Improved uptake of cycling for all to provide greater social inclusion and a level of infrastructure provision that matches the already high level of people who use cycling as their main mode of travel for their work journey.	Disbenefits of improved cycle provision on other modes would be managed to ensure minimal impact	Develop designs for the identified locations where improvements are required and consult with local cycling group on specific schemes and measures for implementation.	BCKL&WN Norfolk County Council Cycle Action Group
SAM6 (4.10)	Port of King's Lynn highway design access improvements including pedestrians and cyclists at North Street and Cross Bank Road	In the vicinity of the Port of King's Lynn (North Street and Cross Bank Road) improve operations to reduce risks to vulnerable road users through better provision for industrial vehicles, incorporating appropriate pedestrian crossings and cycle lanes.	Improved safety and permeability for pedestrians and cyclists. Safer vehicular access arrangements.	Additional delay to main road traffic where signalised intervention is provided.	Prepare highway design options.	Norfolk County Council Port of King's Lynn
SAM7 (4.13)	Tennyson Avenue Pedestrian & Cycle improvements: King George V Avenue pedestrian improvements; Tennyson Road, The Walks, Tennyson Avenue pedestrian improvements; Tennyson Avenue, Gaywood Road pedestrian improvements; Review of pedestrian crossing facilities on Extons Road and Tennyson Avenue	King George V Ave: cluster of pedestrian/cycle accidents, provide improved crossing facilities to accommodate pedestrian movements. At access point to The Walks pedestrians and cyclists are not provided with crossings over B1144 except dropped kerbs and footway marking-provide improved crossing provision. Gaywood Road: cluster of pedestrian/cycle accidents, provide improved crossing facilities to accommodate pedestrian movements. Identify locations for more pedestrian crossings including signalised ones on Extons Road and Tennyson Avenue to improve road safety for pedestrians in this area.	Improved safety for pedestrians and cyclists and continuity of routes provision for these modes in this area of King's Lynn.	Additional delay to main road traffic where signalised intervention is provided.	Prepare highway design options at the specified locations in this area and consult with user groups. Undertake feasibility study through Capital Improvement Budget for the improvements at Tennyson Avenue/Gaywood Road junctions (already underway)	Norfolk County Council Network Rail Office of Road and Rail (ORR) Cycle Action Group

<p>SAM8 (4.14 4.18)</p>	<p>Review pedestrian crossing provision on London Road.</p> <p>South Lynn to Hardwick pedestrian crossing review.</p>	<p>Cluster of pedestrian/cycle accidents identified a lack of provision for access from residential areas to the west across London Road. Review crossing locations and facilities on London Road</p>	<p>Safety improvement for pedestrians, cyclists and other vulnerable road users. Improve vehicular traffic flow if these can be rationalised. Improvements in local air quality if traffic flow is improved</p>	<p>Potential for improved traffic flow</p>	<p>Undertake optioneering and initial design feasibility including desire line assessment in conjunction with the wider feasibility study for highway capacity improvements at Southgates roundabout junction</p>	<p>Norfolk County Council BCKL&WN</p>
---------------------------------	---	---	---	--	---	---

Table 6-3 – Options to reduce delay and congestion on the local highway network (Short-term Traffic Signals – STS)

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
STS9 (5.1 5.5)	Review traffic signal timings at various locations to optimise traffic movements, including reviewing junctions where priority for buses is feasible	Review signal timings (too much signal green time) for North Street approach / retail park traffic at Hardwick / at Estuary Road approach / at Hamburg Way. Right turn into Millfleet. A 6-month trial that fitted the buses in King's Lynn with detector equipment for the traffic signals to address reliability and journey time issues leading ultimately to reductions in costs and improvements to the attractiveness and reliability of bus services in King's Lynn	Improve traffic flow and local air quality benefits. Reduced journey times for all main road vehicular traffic. Improve reliability of bus services and relieve congestion on primary routes through King's Lynn. Potential for switch from car to improved bus services. Local air quality benefits	May lead to increased delay from side roads. May encourage more vehicular travel	Undertake a detailed review of traffic signal timings at the identified locations. Feasibility study into improvements and /or upgrade to traffic signal operations Initiate discussions to re-instate the bus detection at the signals and undertake a trial including collection of traffic data to understand the benefits/disbenefits to enable informed decision-making	Norfolk County Council
STS10 (5.2)	Linked and co-ordinated traffic signals	Co-ordinated traffic signals would help with bus scheduling and reliability as currently the traffic signals are out of sync with each other so there is a perception that it is very stop/start and slow journeys particularly for buses	Improve traffic flow and local air quality benefits. Reduced journey times for all main road vehicular traffic. Improved bus service reliability	May lead to increased delay from side roads. May encourage more vehicular travel.	Undertake a detailed review of traffic signal timings from Hardwick to Gayton Road. Feasibility study into improvements and /or upgrade to traffic signal operations	Norfolk County Council
STS11 (5.4)	Gaywood Clock / Queen Mary Road traffic light improvements and junction redesign	Consider improvements to the traffic light phasing at Gaywood Clock/Queen Mary Road and junction re-design	Improved traffic flow and reduced delays. Should also aim to improve cycle/pedestrian accessibility. Initial modelling results show some benefit to journey times and delay in this area if junction is re-designed	Scheme should not dis-benefit cyclist/pedestrian movements	Initial scheme design without signals has been prepared and tested in the traffic modelling (with the location below) to provide initial understanding of traffic impacts. Further feasibility required including impacts on other road users. Study the potential for traffic signal improvement	Norfolk County Council

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
STS12 (5.4)	Loke Road John Kennedy Road traffic signal optimisation or junction redesign	Phasing issue between lights needs to be addressed to link the phasing together / check phasing to let traffic out for a shorter period. Options also to be developed to provide an alternative junction arrangement to assist with traffic flow at this location	Improved traffic flow and reduced delays. Should also aim to improve cycle/pedestrian accessibility. Initial modelling results show some benefit to journey times and delay in this area if junction is re-designed	Scheme should not dis-benefit cyclist/pedestrian movements	Initial scheme design without signals has been prepared and tested in the traffic modelling (with the locations above) to provide initial understanding of traffic impacts. Further feasibility required including impacts on other road users. Study the potential for traffic signal improvement	Norfolk County Council

Table 6-4 – Options to reduce delay and congestion on the local highway network (Short-term Highway Network – SHN)

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
SHN13 (6.1)	Railway station bus layby re-design	Consider re-design for the layby outside the rail station to prevent cars stopping in the layby and also address issues with getting the bus on the loop in the road to activate the traffic lights to change to let them out	Improvement to bus journey times and access to the rail station bus stops	None	Develop alternative layby design for preventing car use and to ensure bus the bus can effectively egress from the bus stop	Norfolk County Council Network Rail Govia Thameslink Railway (GTR) Bus Operators
SHN14 (6.5)	Southgates roundabout highway capacity improvement scheme - small-medium scale	Undertake a review of lane marking and usage at Southgates roundabout to provide improvements in traffic flow, including 2-lanes southbound. Also undertake a review of the traffic signal operation to optimise the traffic flow at this key junction that provides access to King's Lynn. Enhance crossing provision for cyclists and pedestrians at the South Gate alongside highway improvement measures to improve traffic flow also considering access for buses from Hardwick Road to Hardings Way	Initial traffic modelling shows benefits in PM peak to have 2-lanes continuous southbound	May lead to increased severance with additional traffic lanes. Potential removal of car parking on London Road	Initial design sketch for 2-lanes southbound considered within traffic modelling. Further feasibility review of signal operation, lane usage and potential for upgrade within existing highway boundary including access to Hardings Way for buses. Funding already in place to undertake further design and feasibility work at this location during next 12 months	Norfolk County Council BCKL&WN Bus Operators
SHN14a (6.7)	Vancouver Avenue - improved lane management	Vancouver Avenue - investigate improved lane management - left lane = straight and left / right lane = right - to ease traffic congestion, also provide a longer left filter lane / increase length of the left turn lane to ease traffic congestion on this approach. Also consider provision of a left filter lane with give-way onto Hardwick Road to ease the traffic using the roundabout and provide potential for improvement to traffic signal operation.	to be considered in conjunction with the above. Improve traffic flow.	See above	See above	See above

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
SHN15 (6.14)	Estuary Road / Edward Benefer Way junction improvements	New junction arrangements submitted to planning - phasing of traffic lights with alternative priorities / take out private access and make two-lanes over the traffic lights / remove left turn from traffic lights	Improved journey times for all traffic. Maintain cycle and pedestrian crossing arrangements	Adverse impacts on journey times from side roads	NCC review of junction arrangement proposals, being progressed through development planning	Norfolk County Council
SHN16 (6.17)	Low Road Castle Rising Rd Wootton Rd Grimston Rd junction improvements	New junction arrangements have been submitted to planning - phasing of traffic lights with alternative priorities / take out private access and make two-lanes over the traffic lights / remove left turn from traffic lights	Improved journey times for all traffic. Maintain cycle and pedestrian crossing arrangements	Adverse impacts on journey times from side roads	NCC review of junction arrangement proposals, being progressed through development planning	Norfolk County Council

Table 6-5 – Options to manage travel behaviour (Short-term Travel Management – STM)

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
STM17 (7.2)	Provide a comprehensive Car Parking Strategy for King's Lynn	Develop a Car Parking Strategy for King's Lynn including an assessment of opportunities for Park & Ride	Town-wide approach to car parking management in conjunction with delivering Transport Strategy improvements	Potential changes may not be well-received if alternatives aren't in place. Perception of impacts on town centre business	BCKL&WN to commission development of Strategy for car parking during next 6 months	BCKL&WN
STM18 (4.7)	Work with schools and education in King's Lynn to provide safe alternatives to private car for school children	Develop a campaign for King's Lynn to encourage parents not to drive children to school. Work with the schools to develop safer routes to school, walking buses, safe cycle routes, provision for secure cycle storage at the schools and provide the schools with the tools they need to improve localised parking issues around schools and the impacts on the town. Address air quality impacts on Wisbech Road at the schools.	Health, safety and wellbeing benefits for children. Opportunities to influence mode choice of future generations	n/a	NCC to work with schools to develop and deliver improved access for children through safety measures and information campaigns. Led by NCC, with potential funding through LTP4?	Norfolk County Council

6.6 MEDIUM TERM (OPTIONS TO BE DELIVERED BY 2030)

6.6.1. The locations of the Medium-term options are provided in the figure 6-2, detailed in tables 6-6 to 6-8.

Figure 6-2 - Transport Strategy Medium Term Options

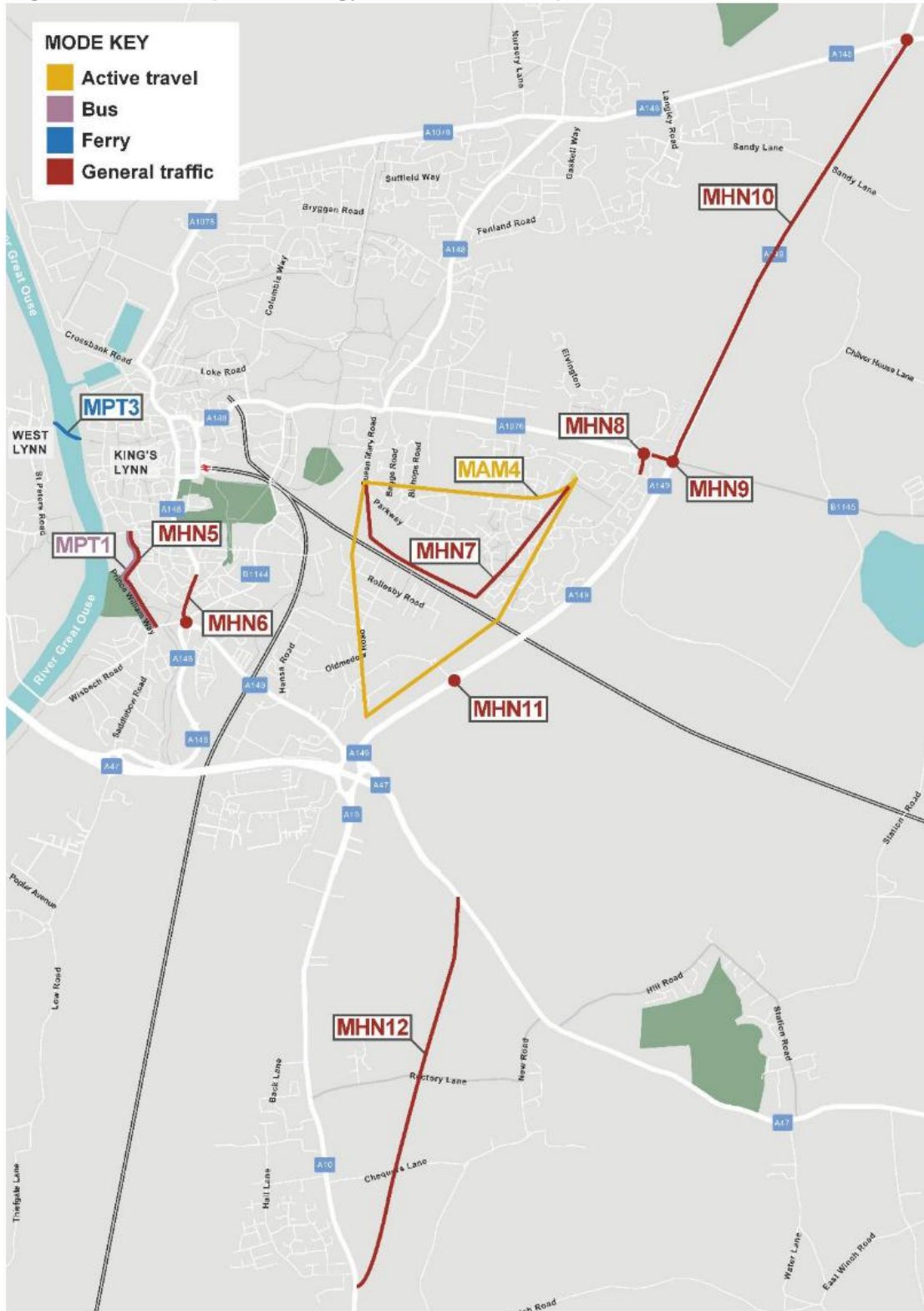


Table 6-6 – Options to encourage the use of public transport (Medium-term Public Transport – MPT)

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
MPT1* (see also MHN5) (1.3)	Increased use of Harding's Way for buses - address issues at Millfleet and Wisbech Road to Hardwick Road to make more advantageous for buses	Harding's Way as a bus only route to accommodate an increase in buses and bus usage with buses also continuing to serve London Road. A combination of routes is required. Retain Hardings Way as traffic-free except buses. Encourage more buses to make use of the route and the potential reliability/journey time benefits. Retain high level of provision for pedestrians / cyclists and especially vulnerable road users and mobility scooters.	Enhanced bus reliability and journey time experience in peak hours. Retains benefits of this route for active modes of travel.	Impact on vehicular traffic on London Road at Millfleet and Wisbech Road between Southgate and Hardings Way.	Develop initial scheme designs for Wisbech Road and Millfleet junctions. Short-term amendments to the traffic signal timings to be investigated. Considered alongside Southgate roundabout improvements.	Norfolk County Council Bus Operators
MPT2 (1.12)	Town centre gyratory re-design. Various Options - Bus Lanes - Railway Rd, London Rd, Blackfriars Rd	Redesign of traffic movements around gyratory to assist with AQMA, congestion, connectivity and road safety objectives. Various schemes developed through workshop and tested in the transport model. Investigate potential for providing bus-only lanes through Railway Road, London Road, Blackfriars Road to take out areas that generate air pollution and improve air quality with modal shift.	Potential for improved air quality and road safety. Potential for improvements to buses for access to bus station.	Initial modelling suggests that there may be additional congestion at some locations around the gyratory and benefits to vehicular traffic are limited.	Air quality benefits need further assessment. Bus lane / access/ egress alternative schemes need initial design and assessment.	Norfolk County Council BCKL&WN
MPT3 (2.3)	Provide enhanced access to the Ferry throughout the day / year to provide a more usable service for all.	Look further at the previously developed options for the ferry service to enable access for a wider range of people and provide improvements / alternatives to access during low tides.	Benefits for travel in King's Lynn and for the retention of this facility within the community. Promote social inclusion.	May have an impact on Ferry journey times if alternative preferred location.	Re-appraise the alternative locations and/or means of providing safe access to the ferry service for all.	BCKL&WN Ferry Operator

*following further modelling and design assessment work the most appropriate use of Hardings Way, either for buses or additional traffic will be determined. Both cannot be pursued together but are included for further evaluation purposes.

Table 6-7 – Options to encourage journeys by active modes (Medium-term Active Modes – MAM)

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
MAM4 (4.11 6.12)	Queen Mary Road, Fairstead, Hardwick improvements in linkages for pedestrians and cyclists	Investigate how best to provide access across the railway line and around the town for modes other than private car to relieve some of the congestion pressure in Gaywood area. Enhancements to pedestrian link from Parkway to Rollesby Road to provide year-round use.	Enhanced high quality pedestrian route to access employment	Possible impacts on open parkland	Develop a scheme to improve the route including lighting, surfacing and signing to facilitate improved accessibility	Norfolk County Council BCKL&WN Network Rail User Groups

Table 6-8 – Options to reduce delay and congestion on the local highway network (Medium-term Highway Network – MHN)

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
MHN5 (see also MPT1*) (6.2)	Hardings Way opened for additional traffic	Investigate options to allow additional traffic to use Hardings Way to alleviate the congestion on London Road and assist with air quality management. This could include specific additional vehicle types being permitted to use the route; open only at specified times of the day; as an emergency measure to assist with incident management; directional to provide alternative routes for inbound traffic in the AM peak and outbound traffic in the PM peak; or to provide access to specific parts of the town centre only. Mitigation measures would be needed to ensure there are no impacts on the historic core.	Improved journey times/reduced congestion/improved air quality on London Road	Increased traffic in historic core	Initial modelling shows some congestion relief on London Road, introduction of restriction to access for historic core provides lower benefit for London Road traffic. Further design work to understand outcomes and combine with enhancements for higher bus use	Norfolk County Council BCKL&WN
MHN6 (6.6)	South Gate highway capacity enhancements - providing two lanes in both directions / large scale redesign	Make South Gate traffic-free by providing two lanes northbound and two lanes southbound using the park to provide the extra lanes (based on previous proposal for CIF). Opportunity to also provide improved access for buses to/from Hardings Way	Improve traffic flow in King's Lynn. Opportunity to also provide improved access for buses to Hardings Way. Improved public realm/heritage	Taking land from the park / development viability. Potential severance impacts by providing 4-lane carriageway for pedestrians and cyclists	Further feasibility design and viability checks. Option testing in modelling work alongside bus priority/access improvement options	Norfolk County Council BCKL&WN Developers
MHN7 (6.12)	Queen Mary Road link to Fairstead	Link to development land at Parkway with potential link to Fairstead - traffic to go through Fairsted / route coming out of Fairstead and along Sand line / bridge over Sand line / road alongside railway line / park and ride	Vehicular link between the two estates could provide relief for Gayton Road and Gaywood with benefits to journey times and air quality	May lead to rat-running (highway design layout could address this)	Undertake initial highway design layout for link road scheme. Potential funding source is via developers	Norfolk County Council Network Rail Developers
MHN8 (6.13)	Winston Churchill Drive QEH access widening	Investigate a scheme to provide widening of the access to allow improved movement onto roundabout / improved traffic flow. Also look at widening of Winston Churchill Drive closest to Corbyn Shaw Road where on-street parking is prevalent	Improved journey times	n/a	Consider design improvements at Winston Churchill Drive junction with A1046	Norfolk County Council BCKL&WN QEH

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
MHN9 (6.20)	QEH roundabout capacity improvements	The slip road onto A149 northbound needs improvement and the roundabout needs to be able to accommodate forecast traffic levels	Management of through traffic in King's Lynn town centre / improved journey times / air quality management	Environmental	Develop and test feasibility design options with HE	Norfolk County Council BCKL&WN
MHN10 (6.21)	A149 Dualling up to Knights Hill; Knights Hill junction capacity improvements	Dualling of the A149 / crawler lane up to Knights Hill / two lanes up to Knights Hill / mark lanes from bottom of hill / increase width / lanes at roundabout which are too narrow at the junctions onto / off the roundabout (QE to King's Lynn) - suitable for emergency services; Consider a redesign of this junction to improve traffic capacity and traffic flow to accommodate forecast traffic levels associated with development	Management of through traffic in King's Lynn town centre / improved journey times / air quality management	Environmental	Develop and test feasibility design options with HE	Norfolk County Council BCKL&WN Highways England
MHN11 (6.19)	A149 Jubilee Roundabout capacity improvements	Jubilee Roundabout capacity improvements to improve traffic flow and accommodate planned growth	Management of traffic through town centre / reduced journey times / air quality management	Environmental	Develop and test feasibility design options with HE	Norfolk Conty Council BCKL&WN Highways England
MHN12 (6.22)	West Winch Housing Access Road	Highway improvement access road to enable the housing growth at West Winch and to provide some relief to the A10	Management of through traffic in King's Lynn town centre / improved journey times / air quality management	Environmental	Develop and test feasibility design options with HE	Norfolk County Council BCKL&WN Highways England Developer



6.7 LONG TERM (OPTIONS TO BE DELIVERED AFTER 2030)

6.7.1. The locations of the Long-term options are shown in the figure below, detailed in tables 6-9 to 6-10.

Figure 6-3 - Transport Strategy Long Term Options



Table 6-9 - Options to reduce delay and congestion on the local highway network (Long-term Highway Network - LHN)

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
LHN1 (6.4)	Hospital to A149 direct access link	Provide an additional exit onto A149 for exiting traffic from the hospital to ease local congestion issues around the hospital	Local congestion relief and air quality management	Environmental	Provide initial feasibility design with HE. Model to test the level of benefits that could be achievable	Norfolk County Council BCKL&WN QEH
LHN2 (6.8)	Wisbech Road to Nar Ouse Way link Road	Investigate the potential for providing a highway link between Wisbech Road and Nar Ouse Way to assist in alleviating Southgates roundabout	Local congestion relief at Southgates	Land and environmental	Investigate alongside options for Southgates roundabout	Norfolk County Council BCKL&WN Developer

Table 6-10 - Options to encourage the use of public transport (Long-term Public Transport - LPT)

Ref	Option	Description	Benefits	Dis-Benefits	Initial Actions	Stakeholders
LPT3 (3.1)	Train frequency improvements	Implementation of Ely Area Enhancement Scheme to deliver doubling of train frequency to half-hourly (2025-2030). Improve rail links to Cambridge and London. Improve connecting services - connections to Norwich from Ely. King's Lynn 8 Car Project will increase train capacity from 4 Car trains between King's Lynn, Cambridge and London by December 2020.	Improved service level for passengers and reduction in car mode share for outbound and inbound trips to/from King's Lynn	Potential increase in vehicular traffic to the rail station. Additional traffic delay at level crossing	Ely Area - Funding in place for current phase of work (GRIP 2). Further development stages to be funded separately under the new RNEP processes.	Network Rail Govia Thameslink Railway (GTR) NCC BCKL&WN

7 NEXT STEPS

7.1 OVERVIEW

- 7.1.1. This Transport Strategy has identified a short-list of 33 non-committed transport infrastructure options to address the transport challenges and opportunities in King's Lynn and support the overarching vision and objectives.
- 7.1.2. Most of these options are at a very early stage of development and very high level, although a few are actively being developed by Norfolk County Council. The options identified in this Transport Strategy are intended to steer the development of more detailed options at a variety of spatial scales.
- 7.1.3. This section sets out the work required to progress the options presented in this Transport Strategy further.

7.2 COLLABORATIVE ACTION

- 7.2.1. One of the first actions will be to broaden the dialogue and engagement with local and strategic partners.
- 7.2.2. A King's Lynn Transport Strategy Implementation group should be established to help guide the development and delivery of options and include a range of stakeholders. This should include:
- ┆ Borough Council of King's Lynn and West Norfolk (BCKL&WN);
 - ┆ Norfolk County Council;
 - ┆ Highways England;
 - ┆ New Anglia Local Enterprise Partnership;
 - ┆ Network Rail;
 - ┆ Govia Thameslink Railway (GTR) (main operator) and Greater Anglia (secondary operator);
 - ┆ Bus operators; and
 - ┆ Cycle groups.
- 7.2.3. The level of collaboration required will depend on the scale of the options being progressed. Local options are likely to be developed by Norfolk County Council and BCKL&WN. Whereas strategic road or rail options, such as the schemes relating to capacity improvements on the A149 will require greater collaboration with Highways England. The rail schemes are currently under development. The King's Lynn 8 car train project is about to commence construction of necessary enabling works. With regards to the Ely Area Capacity Enhancements (EACE), funding is in place for the current phase of work (GRIP 2), with further development stages to be funded separately under the new RNEP processes. Borough and County officers and Members will keep a watching brief on these schemes to realise their delivery within the suggested timescales.
- 7.2.4. The priority of the implementation group meetings will be to establish the delivery priority of options, progress the development and design of options and identify and progress funding options.

7.3 POLICY INTEGRATION

- 7.3.1. In order for the King's Lynn Transport Strategy to be successful, local and regional economic, transport and land use policies will need to be integrated and aligned.
- 7.3.2. Ensuring that policies support future developments in the Transport Strategy study area, be they in urban or rural settings, and deliver strong transport links is an imperative for sustainable economic growth in King's Lynn. This includes the Local Plan and Air Quality Action Plan.

7.4 EVIDENCE BASE

- 7.4.1. To deliver as many of the options in the Transport Strategy as possible, a number of options will require a more detailed evidence base before funding opportunities can be successfully pursued.
- 7.4.2. The strategic and microsimulation models that have been developed for the King's Lynn Transport Strategy and the West Winch Housing area provide a robust tool for assessing the impact of highway interventions in King's Lynn and following more detailed scheme design these tools will be invaluable in understanding the potential traffic impacts and their monetary value to be able to source funding.

7.5 SCHEME DEVELOPMENT

- 7.5.1. The Transport Strategy has presented a high-level list of short, medium and long-term options recommended for delivery over the next 15 years+. However, before the options can be delivered, further work will be needed to develop the design and detail.

- 7.5.2. At this stage it is anticipated that this work will include:

- **Engagement with stakeholders**, including:
 - New Anglia Local Enterprise Partnership;
 - Norfolk County Council;
 - BCKL&WN;
 - Highways England;
 - Network Rail;
 - GTR (main operator) and Greater Anglia (secondary operator);
 - Local bus operators; and
 - Local businesses.
- **Ensure that the options align with stakeholders' existing and emerging strategies**, including:
 - Highways England's East of England Route Strategies;
 - Norfolk County Councils Local Transport Plans;
 - Regional Transport Strategies (EAST)
 - BCKL&WN Local Plan;
 - BCKL&WN Heritage Action Zone / Town Centre Masterplan;
 - Air Quality Action Plan; and
 - Car Parking Strategy.
- **Developing the design of the option** (e.g. identifying possible routes, alignments, layouts etc.).
- **Undertaking further feasibility assessments to ensure the option is deliverable.**
- **Undertake a high-level costing exercise** to assist with identifying and securing option funding.

- | **Option Assessment to understand the impact of the proposed option** (e.g. e.g. impact on other junctions, environmental impacts etc.).

- | **Development of Highways Schemes**

7.5.3. It is recommended that highway options are developed and assessed using the strategic and micro-simulation models of King's Lynn. These models cover large parts of King's Lynn and were developed to assess the traffic impacts of the planned development and the outcomes of the Transport Study.

7.6 FUNDING SOURCES

7.6.1. None of the options included in the Transport Strategy have secured funding for implementation. However, there is some funding which may be available to develop and assess the options to a greater degree to provide a recommended scheme for implementation including design, initial cost estimates and programme for delivery. Notably this is for the Southgates roundabout and London Road initially. Critical to the delivery of the options in this Transport Strategy is the identification of possible funding sources.

7.6.2. There is the potential for options to be funded by both the public sector (Local Government and Central Government funding allocations and initiatives) and private sector (through other funding mechanisms and avenues associated with development opportunities).

7.6.3. Potential sources of funding include:

- | **New Anglia Local Enterprise Partnership:** NCC previously received a £1m contribution for the £4.5m Lynn Sport link road.
- | **Highways England:** Funding allocation in their next Road Investment Strategy.
- | **Network Rail:** Funding allocation in their next Control Period.
- | **Central Government Funds:** Local Sustainable Transport Fund, National Productivity Investment Fund, Pinch-point funding for local highway networks, etc.
- | **Norfolk County Council**
- | **Borough Council of King's Lynn & West Norfolk**
- | **S106 Contributions / Planning Conditions** associated with development applications
- | **Private Operators:** (e.g. GTR and Greater Anglia, bus operators etc.).
- | **Social Enterprises and partnerships.**

7.6.4. To identify and secure funding for the options outlined in this Transport Strategy it is recommended that relevant stakeholders are engaged during the further scheme development.

7.7 BUSINESS CASE DEVELOPMENT

7.7.1. To access public funding streams and attract private funding, business cases for some of the short and medium-term options will need to be developed.

7.7.2. This will build on the evidence base presented in the Stage 1 Issues and Opportunities Report and Stage 2 Options Appraisal Report.

7.7.3. It is expected that the business case will follow DfT guidance and set out the following:

- | **A case for the scheme**, the strategic case;
- | **The value for money**, the economic case;
- | **Commercial viability**, the commercial case;



- | **The financial affordability**, the financial case; and
- | **Achievability**, the management case.

7.7.4. The decision-making process typically takes place in three phases:

1. Strategic Business Case;
2. Outline Business Case; and
3. Full Business Case.

7.7.5. At each stage there is an investment decision point on whether to proceed to the next stage.

7.7.6. Critical to the business cases will be identifying funding sources including innovative funding streams across all modes.

7.8 TRANSPORT STRATEGY REVIEW

7.8.1. The Transport Strategy has presented a package of high-level short, medium and long-term options for delivery at a strategic, area wide and local scale.

7.8.2. It is recognised that as options are developed and further studies are undertaken there is the potential for the scope, deliverability, funding options and delivery timescale of the options to change.

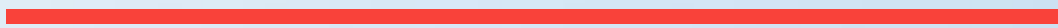
7.8.3. For this reason, the Transport Strategy will be a 'living plan' that will be regularly reviewed throughout the plan period as further studies are undertaken and as more detail on the proposed options becomes available. This will include:

- ┆ Additional clarity and detail on the option proposals;
- ┆ Updates to the list of planned improvement schemes;
- ┆ Updates to the delivery timescales; and
- ┆ Updates to option funding sources.

7.8.4. It is recognised that over the timescale of the Transport Strategy there will be opportunities for additional transport improvements, particularly in view of changing technology and development opportunities, updates and reviews of this Transport Strategy should embrace these potential changes in policy and technological direction.

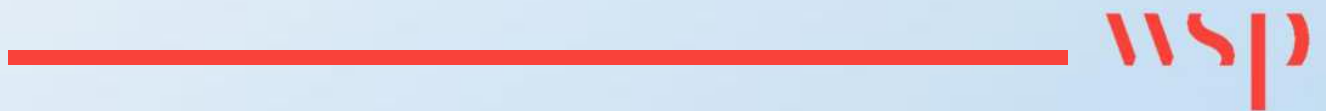
Appendix A

DRAFT SCHEME DRAWINGS



Appendix B

SUMMARY SATURN TECHNICAL
MODEL OUTPUTS



5 SCENARIO APPRAISAL

5.1 INTRODUCTION

- 5.1.1. Each scheme has been tested within the 2026 Do Minimum model and this chapter focuses on a comparison of each of the scheme scenarios with respect to 2026 Do Minimum scenario (DM). For each scenario the following performance statistics are considered:
- i Change in traffic flow
 - i Change in delay
 - i Volume / capacity ratio
 - i Select Link Analysis (where appropriate)
- 5.1.2. In addition to the plots presented within Section 5, Appendix C provides additional plots, and reference to these is made throughout this section.
- 5.1.3. For each scenario there is a comparison against network summary statistics. Appendix D provides the full network summary statistics for all the scenarios:
- 5.1.4. These statistics include the following:
- i Transient Queues (PCU-Hrs)
 - i Over-capacity Queues (PCU-Hrs)
 - i Link Cruise Time (PCU-Hrs)
 - i Total Travel Time (PCU-Hrs)
 - i Total Travel Distance (PCU-kms)
 - i Average Speed (kph)

5.2 SCENARIO 1 - HARDINGS WAY

5.2.1. The primary impact of opening of Hardings Way is the redistribution of traffic within the town as a result of the new route choice introduced to the network. Figure 5-1 shows the traffic flow differences between Scenario 1 and DM for the AM Peak in 2026.

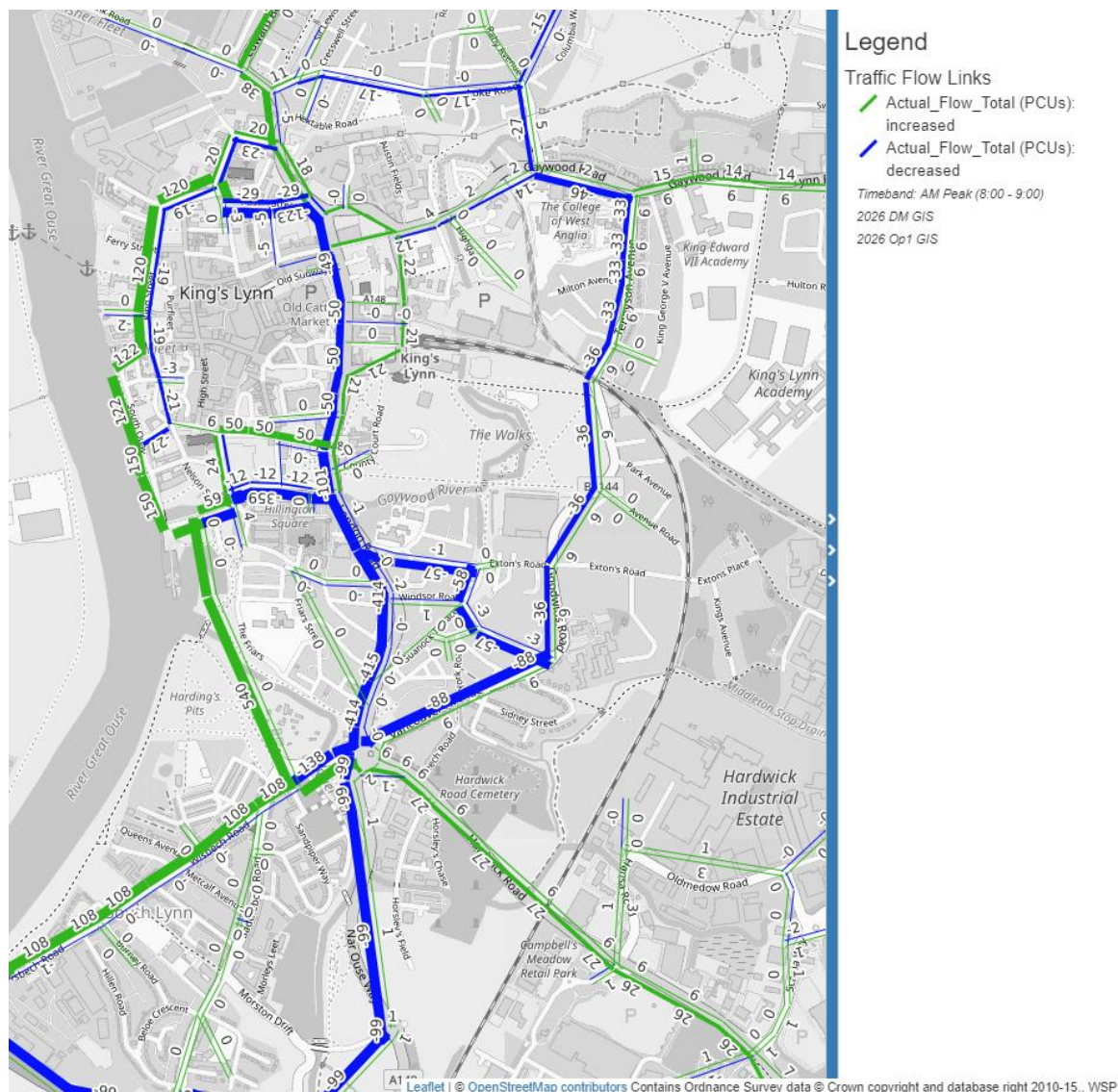


Figure 5-1: Scenario 1 - DM Actual Flow Difference Plot AM Peak

5.2.2. Figure 5-1 shows that an increase in traffic on Hardings Way is anticipated due to the removal of the ban, with traffic redistributing to this route away from Railway Road. Additionally, there is a similar reassignment of traffic onto Wisbech Road, instead of A148, connecting the A47 Road with King's Lynn Town Centre. There is also an associated increase in traffic on South Quay and King Street, with a decrease within the gyratory.

5.2.3. Overall the changes in flow have limited impact upon network delay and this is illustrated in Figure C.1-2 of Appendix C. There are minor reductions to delays on Railway Road and the network surrounding it during the AM Peak, however these are balanced by minor increases in delay associated with increased traffic in the vicinity of Hardings Way.

- 5.2.4. There is limited impact on link capacity, with a small number of links with a high V/C ratio (above 85%), and thus a poor level of service and they are illustrated on Figure C.1-3 of Appendix C. This highlights likely congestion at junctions including Hardings Way with Boal Street, and Purfleet Place with King Street.
- 5.2.5. In the PM the reassignment of traffic is very similar to the AM. There is an increase in traffic on Hardings Way Southbound as anticipated due to the removal of traffic bans on it, with traffic redistributing to this route from Railway Road and from B1144 Road. Unlike in the AM there is limited redistribution to King Street and this is illustrated in Figure C.1-4.
- 5.2.6. The delay comparison of between Scenario 1 and DM for PM Peak in 2026 show greater impacts than in the AM as demonstrated in Figure 5-2.

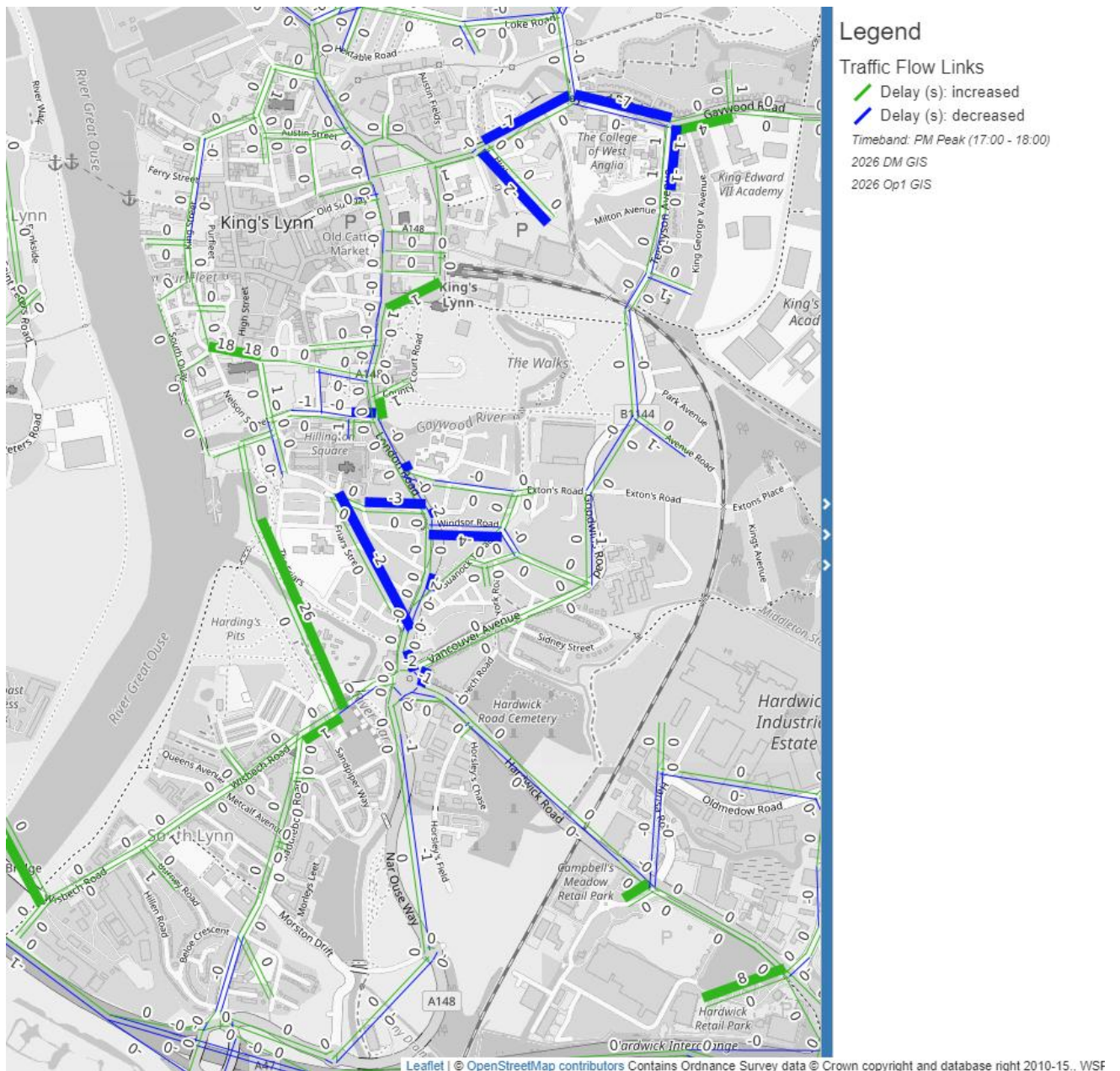


Figure 5-2: Scenario 1 - DM Delay Difference Plot PM Peak

- 5.2.7. Figure 5-2 shows that there is an increase in delay on Hardings Way southbound. This is due to the rise in traffic exiting on Wisbech Road and heading towards Southgates junction. Signal optimisation at this junction could potentially reduce this delay. Figure C.1-6 shows the corresponding Volume/Capacity ratio as a percentage for Scenario 1 in the PM Peak in 2026.
- 5.2.8. There are a few links where the V/C ratio falls in the range of 90-100%, which is a high V/C ratio and will lead to congestion and a poor level of service during the PM Peak, especially at Southgate's roundabout.

SELECT LINK ANALYSIS

- 5.2.9. Select Link Analysis has been undertaken along Hardings Way to understand the routing of traffic using the road.

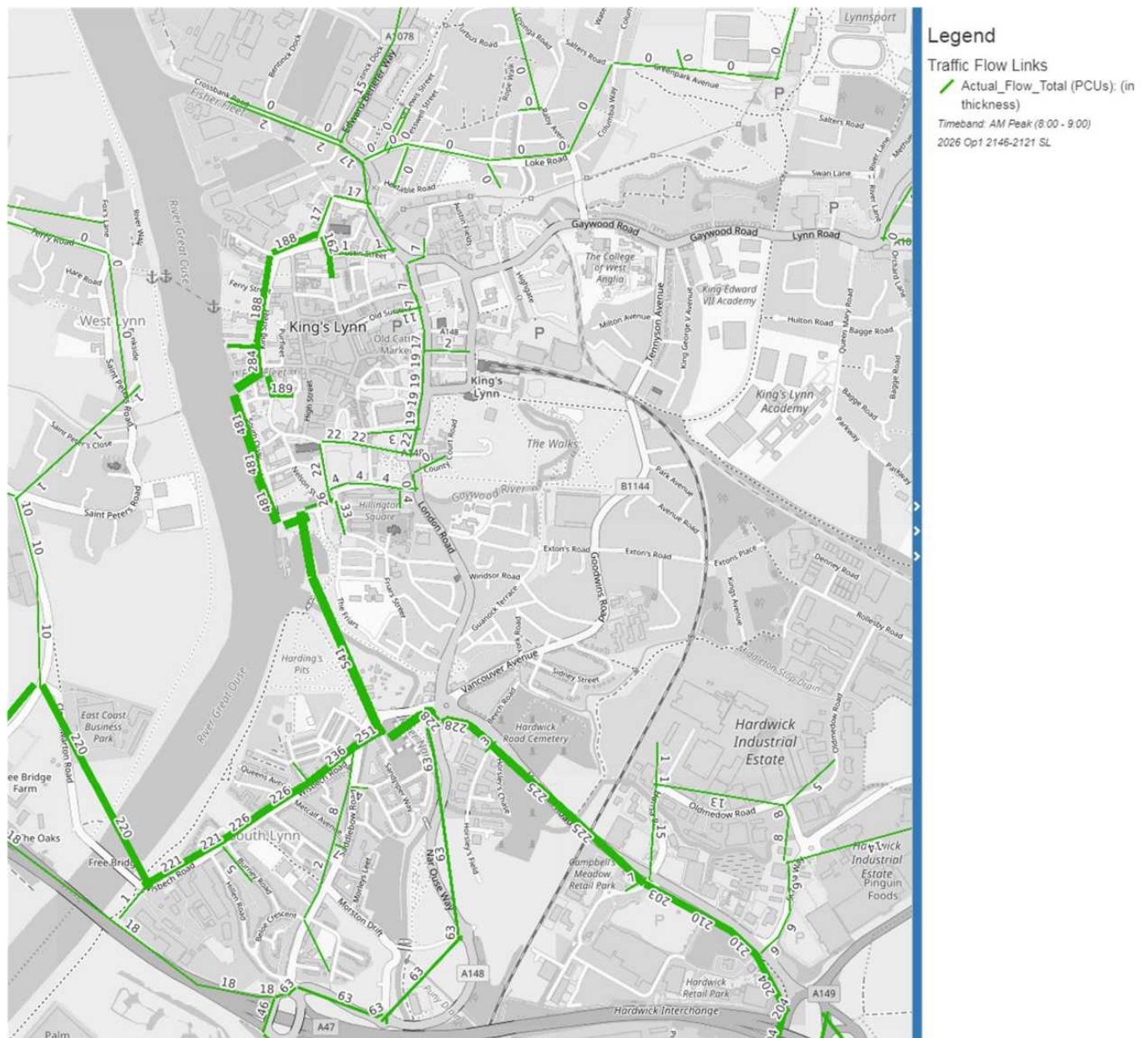


Figure 5-3: Scenario 1 Select Link Analysis AM Peak Hardings Way Northbound

5.2.10. Figure 5-3 shows the routing of traffic on Hardings Way Northbound within Scenario 1. A considerable amount of traffic uses South Quay and then King Street in the AM Peak. Consideration should be given as to whether this level of reassignment is desirable given the nature of the King Street and surrounding roads. Figure 5-4 provides the corresponding information for the evening peak period.

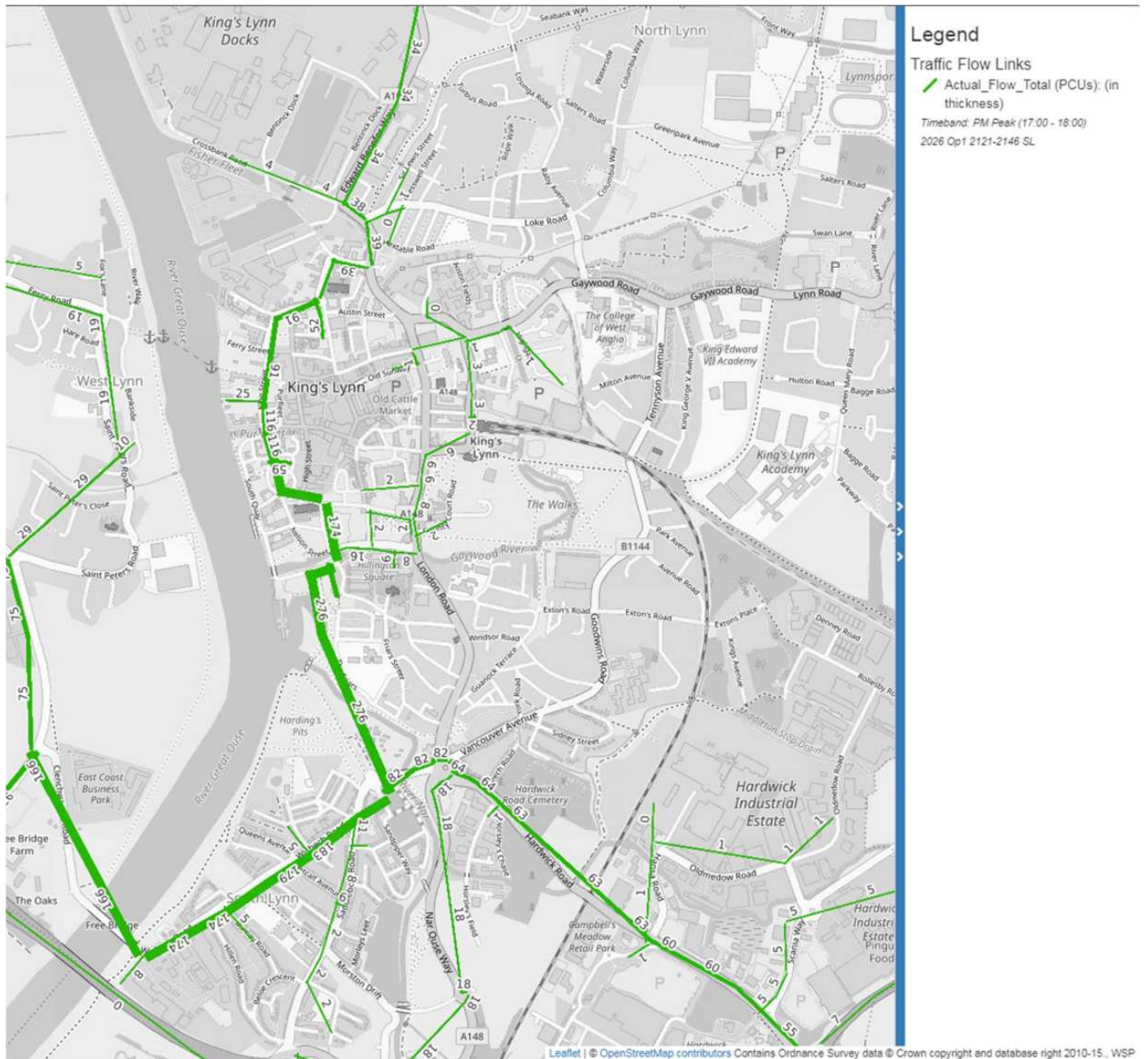


Figure 5-4: Scenario 1 Select Link Analysis PM Peak Hardings Way Southbound

5.2.11. Figure 5-4 shows that there is a high number of vehicles that use Hardings Way southbound in the PM peak, particularly those heading west out of King's Lynn and using Wisbech Road.

SCENARIO 1 NETWORK SUMMARY STATISTICS

5.2.12. Table 5-1 presents network summary statistics for Scenario 1 and a comparison against the Do Minimum case.

Table 5-1: Scenario 1 Network Summary Statistics

<i>Statistic</i>	<i>Unit</i>	DM		Scenario 1		Scenario 1 - DM	
		AM	PM	AM	PM	AM	PM
<i>Transient Queues</i>	PCU - Hrs	512.1	599.4	486.6	585.6	-25.5	-13.8
<i>Over-capacity Queues</i>	PCU - Hrs	23.5	39.4	28.7	32.6	5.2	-6.8
<i>Link Cruise Time</i>	PCU - Hrs	1237.6	1329.3	1236.5	1335.3	-1.0	6.0
<i>Total Travel Time</i>	PCU - Hrs	1773.1	1968.1	1751.8	1953.5	-21.3	-14.6
<i>Total Travel Distance</i>	PCU - kms	71087.6	75434.8	70974.4	75587.7	-113.2	152.9
<i>Average Speed</i>	kph	40.1	38.3	40.5	38.7	0.4	0.4

5.2.13. Table 5-1 shows that Scenario 1 has a positive impact on levels of queuing and reduces total travel times whilst speeds increase.

SCENARIO 1 SUMMARY

5.2.14. Scenario 1 causes traffic levels using London Road to reduce by over 400 PCUs northbound in the AM by causing reassignment to Hardings Way and King Street. In the PM the scheme causes an increase in traffic on Hardings Way southbound as well as the gyratory southbound. One of the main delay impacts is in the PM at the Hardings Way / Wisbech Road signalised junction, although signal optimisation may alleviate this.

5.3 SCENARIO 2 - HARDINGS WAY COMPLIMENTARY MEASURES

- 5.3.1. Scenario 2's primary impact also the reassignment of traffic. Figure 5-5 shows the traffic flow difference between Scenario 2 and the Do Minimum Network in 2026 for AM Peak, and thus the wider reassignment impact of the proposals.

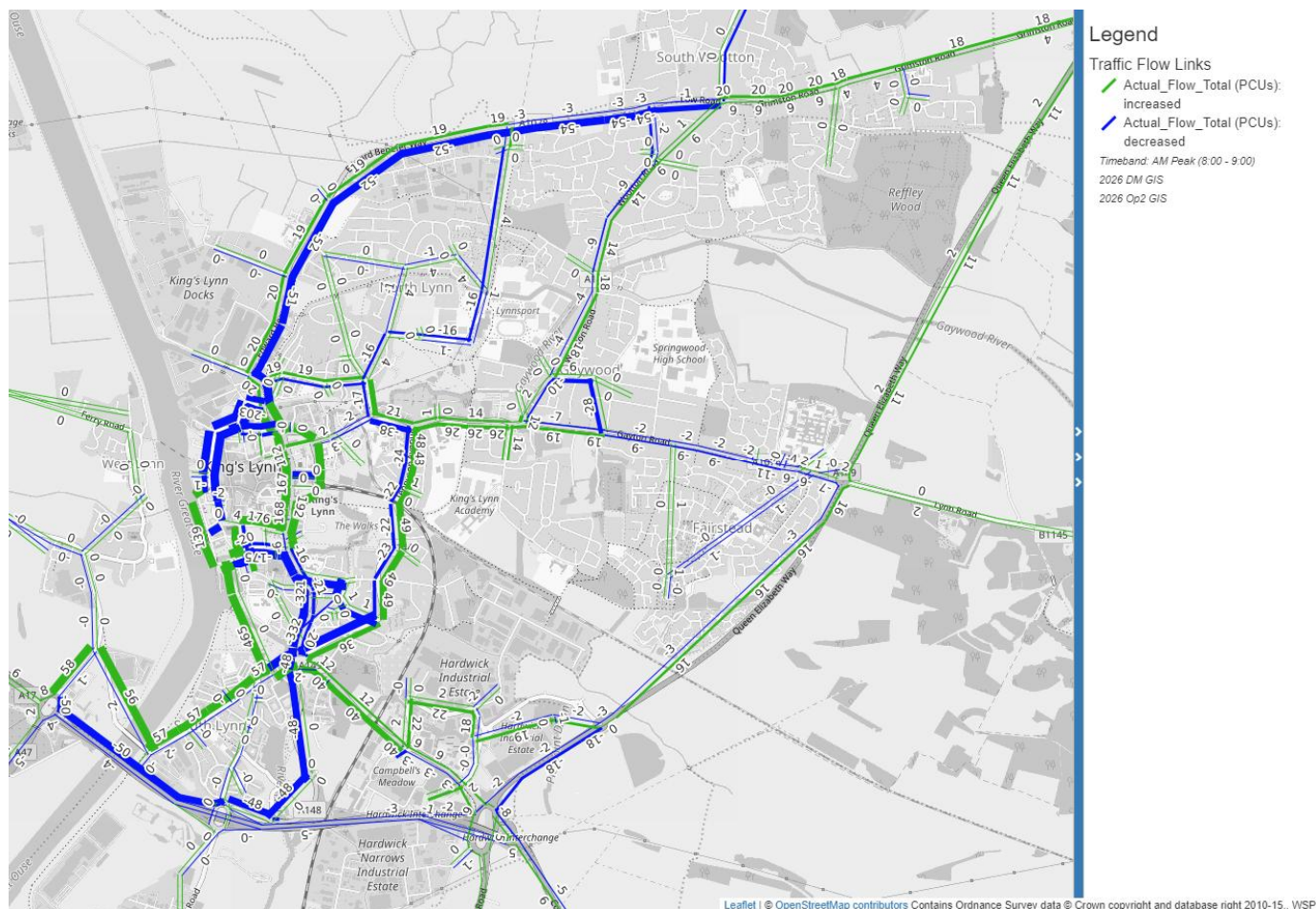


Figure 5-5: Scenario 2 - DM Actual Flow Difference Plot AM Peak (Wider Area)

- 5.3.2. Figure 5-5 shows that in 2026 there are increase in traffic on Wisbech Road and decrease of traffic on A47 and on Edward Benefer Way. It can be seen that in 2026 there is an increase in traffic on Hardings Way due to opening the road to traffic. This results in a decrease in traffic movements between the A148/ London Road junction and London Road / St James Street junction. Traffic on Railway Road increases, due to the banning of both direction movements for traffic on King Street. Additionally, traffic on B1144 Road increase in the southbound direction. Figure C.2-7 of Appendix C shows the traffic flow difference between Scenario 2 and the Do Minimum Network in 2026 for the AM Peak period although zoomed in on the town centre.
- 5.3.3. Despite these changes in flow there is minimal impact on delay and this is illustrated in Figure C.2-9. Figure C.2-9 shows there is reduction in delay on London Road and the surrounding roads. Additionally, there is an increase in delay of 8 seconds at the junction of Hardings Way with Boal Street. Whilst not significant, this is a consequence of the increased traffic through this junction.

- 5.3.4. The network level of service in King's Lynn Town Centre is generally good, Figure C.2-10 shows the Volume/ Capacity ratio as a percentage in Scenario 2. Whilst there are a few instances, where links are above capacity, namely Purfleet Place and King Street, in most cases links are well below operating capacity. On London Road there are a couple of links with a range of 70-85% of its capacity and the St James' Road approach to the junction of London Road with Blackfriars Road is at 90% so nearing full capacity.
- 5.3.5. Figure 5-6 shows the flow difference plot between Scenario 2 and the Do Minimum in 2026 for the PM Peak.

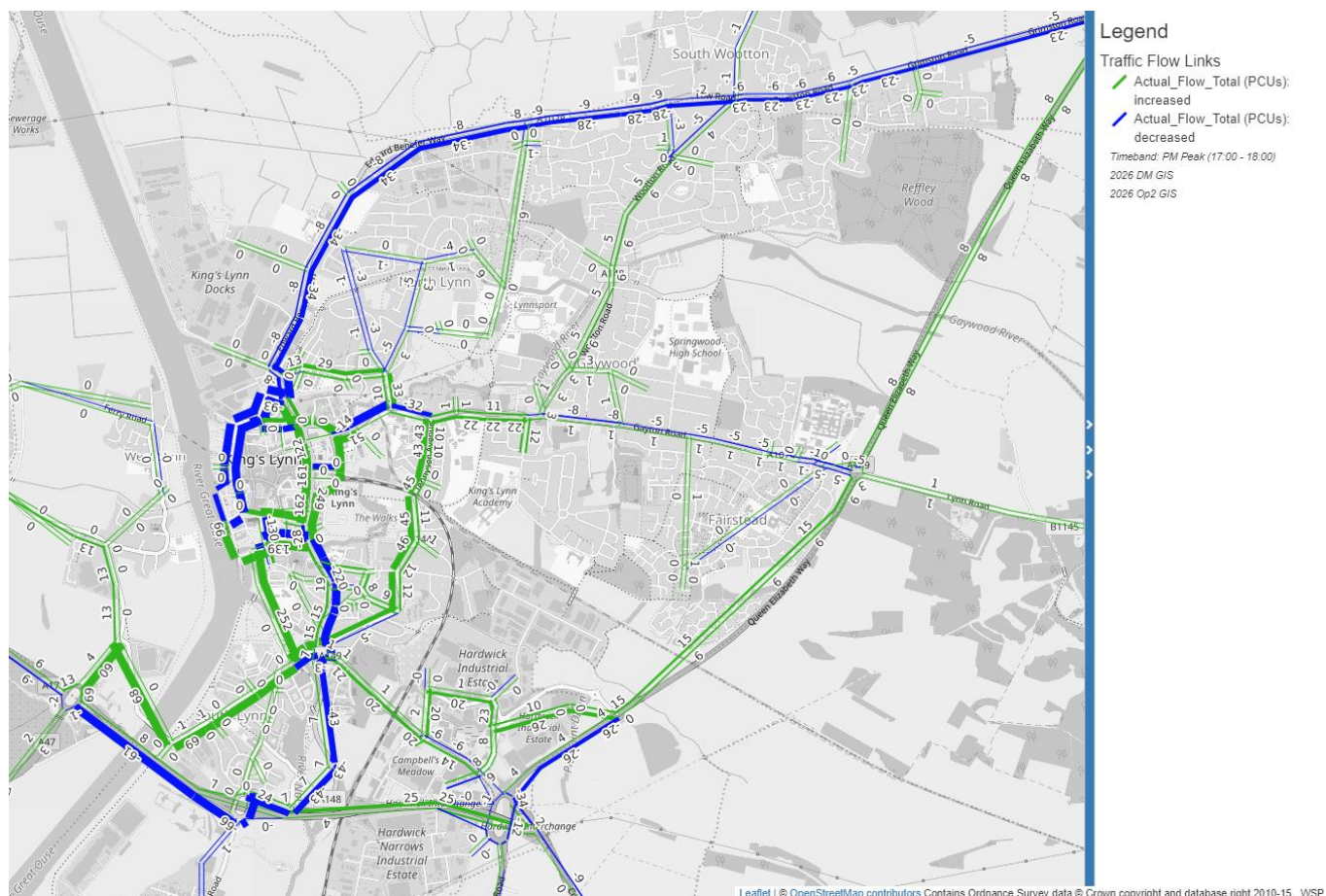


Figure 5-6: Scenario 2 - DM Actual Flow Difference Plot PM Peak

- 5.3.6. Figure 5-6 shows a decrease in flow on the A47 and an increase on Wisbech Road leading to A47 Road through Clenchwarton Road. Additionally, there is a reduction of traffic on Edward Benefer Way. There is a decrease in flow on London Road southbound. The decrease in traffic is due to the opening of the Hardings Way, which provides the network with additional capacity. Similar increases in traffic can be seen on Wisbech Road instead of A148 Road, which connects the A47 Roads with King's Lynn Town Centre. Figure C.2-11 of Appendix C shows the traffic flow difference between Scenario 2 and the Do Minimum Network in 2026 for the PM Peak period although zoomed in on the town centre.
- 5.3.7. Over most of the town centre there are no significant delays, but there is an increase in delay of 16 seconds on Hardings Way Southbound. This is illustrated in Figure C.2-13 showing delay differences between Scenario 2 and the Do Minimum in 2026 for PM Peak.

5.3.8. In terms of the level of service at the St James' Road approach to the Railway Road / Blackfriars Road junction the V/C ratio reaches 85%. Additionally, at Southgates roundabout the London Road approach and exit arm of Hardwick Road reach V/C levels above 100. This is illustrated in Figure C.2-14.

SCENARIO 2 NETWORK SUMMARY STATISTICS

5.3.9. Table 5-2 presents network summary statistics for Scenario 2 and a comparison against the Do Minimum case.

Table 5-2: Scenario 2 Network Summary Statistics

<i>Statistic</i>	Unit	DM		Scenario 2		Scenario 2 - DM	
		AM	PM	AM	PM	AM	PM
<i>Transient Queues</i>	PCU - Hrs	512.1	599.4	512.4	607.4	0.4	8.0
<i>Over-capacity Queues</i>	PCU - Hrs	23.5	39.4	31.8	37.3	8.3	-2.1
<i>Link Cruise Time</i>	PCU - Hrs	1237.6	1329.3	1239.8	1334.9	2.3	5.5
<i>Total Travel Time</i>	PCU - Hrs	1773.1	1968.1	1784.0	1979.5	11.0	11.4
<i>Total Travel Distance</i>	PCU - kms	71087.6	75434.8	71278.4	75692.6	190.8	257.8
<i>Average Speed</i>	kph	40.1	38.3	40.0	38.2	-0.1	-0.1

5.3.10. Table 5-2 shows that Scenario 2 causes marginally more queuing, reduces average speeds and increases total travel time and distance.

SCENARIO 2 SUMMARY

5.3.11. Scenario 2 has similar routing impacts to Scenario 1 although reduces the traffic flow on King Street and encourages the use of the gyratory instead as a result of the link closure. Overall the complimentary measures to the link closure are having no positive impact on overall network performance.

5.4 SCENARIO 3 - HARDINGS WAY

5.4.1. The primary impact of Scenario 3 is also the reassignment of traffic away from London Road and Railway Road to Hardings Way. Figure 5-7 shows the traffic flow differences between Scenario 3 and DM for the AM Peak in 2026.

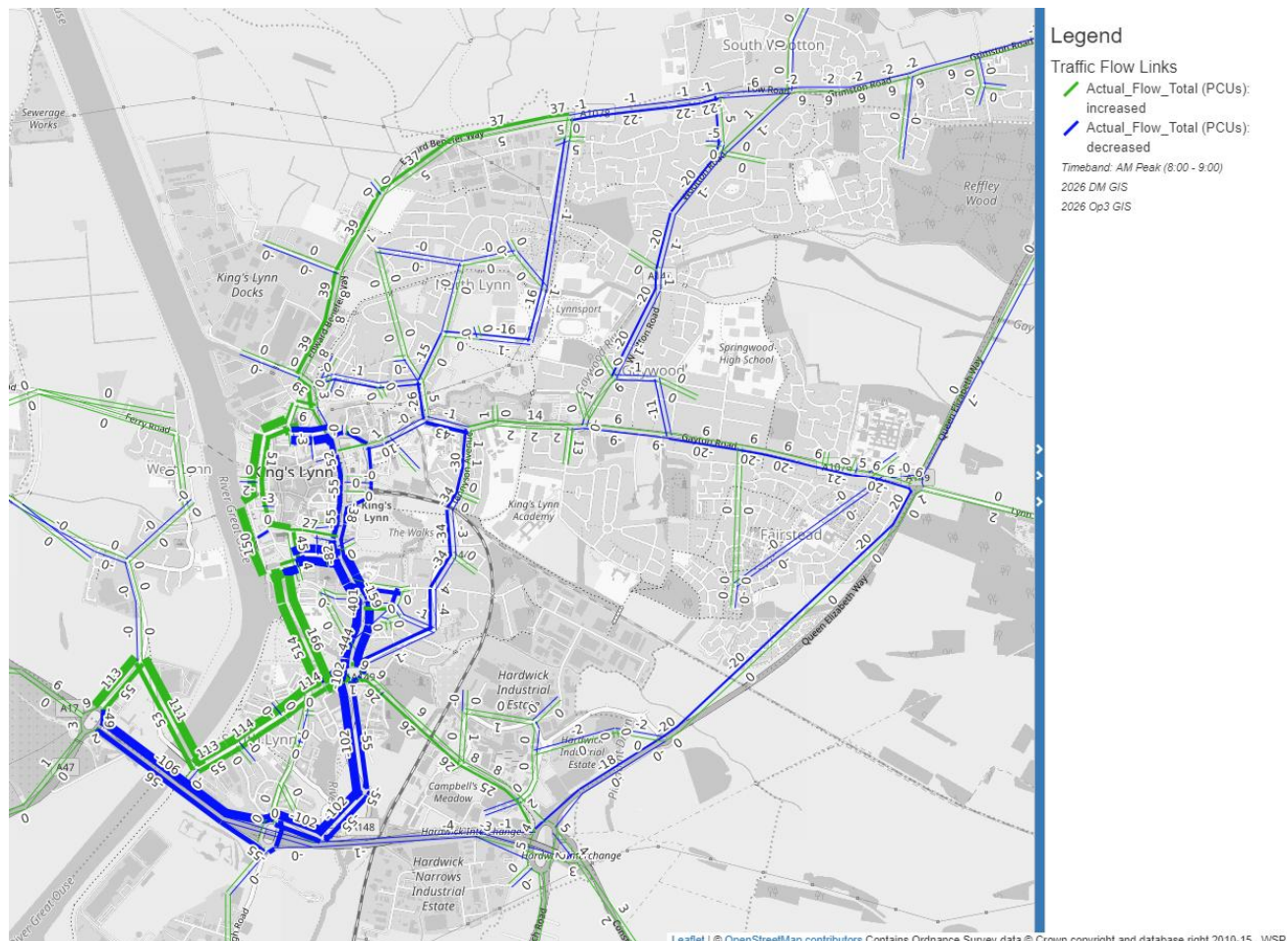


Figure 5-7: Scenario 3 - DM Actual Flow Difference Plot AM Peak Wider Area

- 5.4.2. Figure 5-7 shows a significant increase in traffic on Hardings Way in both directions due to the removal of traffic bans on it. This results in reduced traffic flows on London road and Railway Road. Furthermore, this option reduces the traffic on A148, which in turn increases the traffic on Wisbech Road and provides some relief to the A47 connecting these two roads.
- 5.4.3. There is a small increase in delay on Hardings Way in both directions and on King Street where a significant increase in traffic results in blocking the minor arm of the junction with Purfleet Place and leads to a delay of 31 seconds. This is illustrated in Figure C.3-17.
- 5.4.4. As illustrated in Figure C.3-18, there are no significant Volume/ Capacity issues within the King's Lynn Town centre except at the junction of Purfleet Place with King Street, where the junction experiences delay exiting onto the major arm.
- 5.4.5. Figure 5-8 shows the corresponding traffic flow differences between Scenario 3 and DM for the PM Peak in 2026.

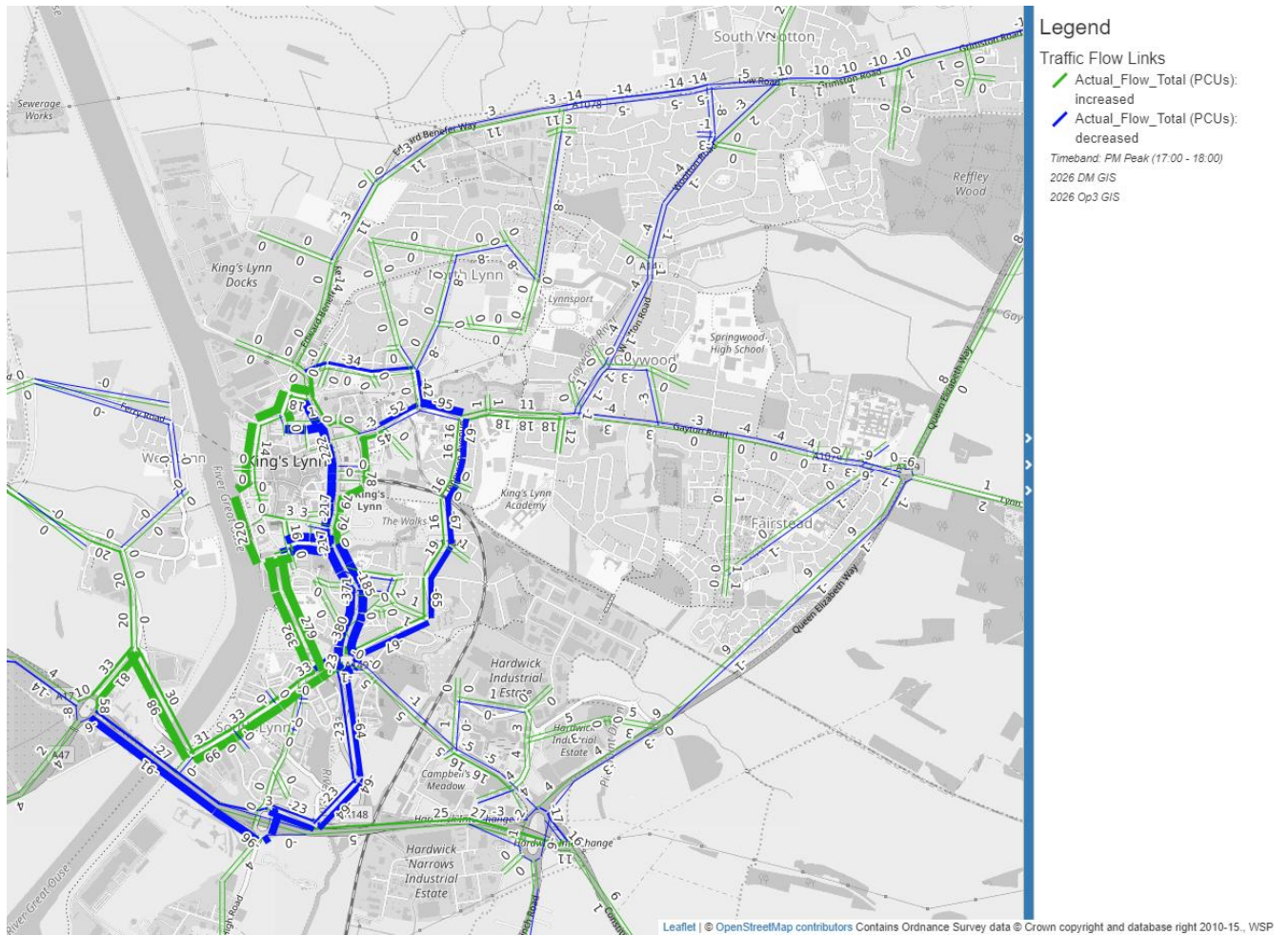


Figure 5-8: Scenario 3 - DM Actual Flow Difference Plot PM Peak

- 5.4.6. Figure 5-8 shows that there is a significant increase in traffic on Hardings Way in both directions as a result of the removal of traffic bans on it. This reduces the traffic flow on London Road and Railway Road. Furthermore, it reduces the traffic on A148, in turn increasing the traffic on Wisbech Road whilst reducing the flow on the A47 road connecting between these two roads.
- 5.4.7. Over most of the town centre there are limited changes in delay. There are small decreases in delay on London Road, whilst there is an increase in delay of 36 seconds on Hardings Way southbound, as expected given the road has been opened to traffic. Figure C.3-21 illustrates this delay.
- 5.4.8. There are a number of junctions where a high V/C is observed within the King's Lynn Town centre, namely the junction of Purfleet Place with King street, Southgates roundabout, and Saturday Market Place. Figure C.3-22 illustrates the Volume/ Capacity ratio as a percentage for Scenario 3 in the 2026 PM Peak.

SELECT LINK ANALYSIS

- 5.4.9. Select Link Analysis has been undertaken to understand the routing of traffic that uses Hardings Way. The results of this Select Link Analysis are presented in Figure 5-9, Figure 5-10, Figure 5-11, and Figure 5-12.

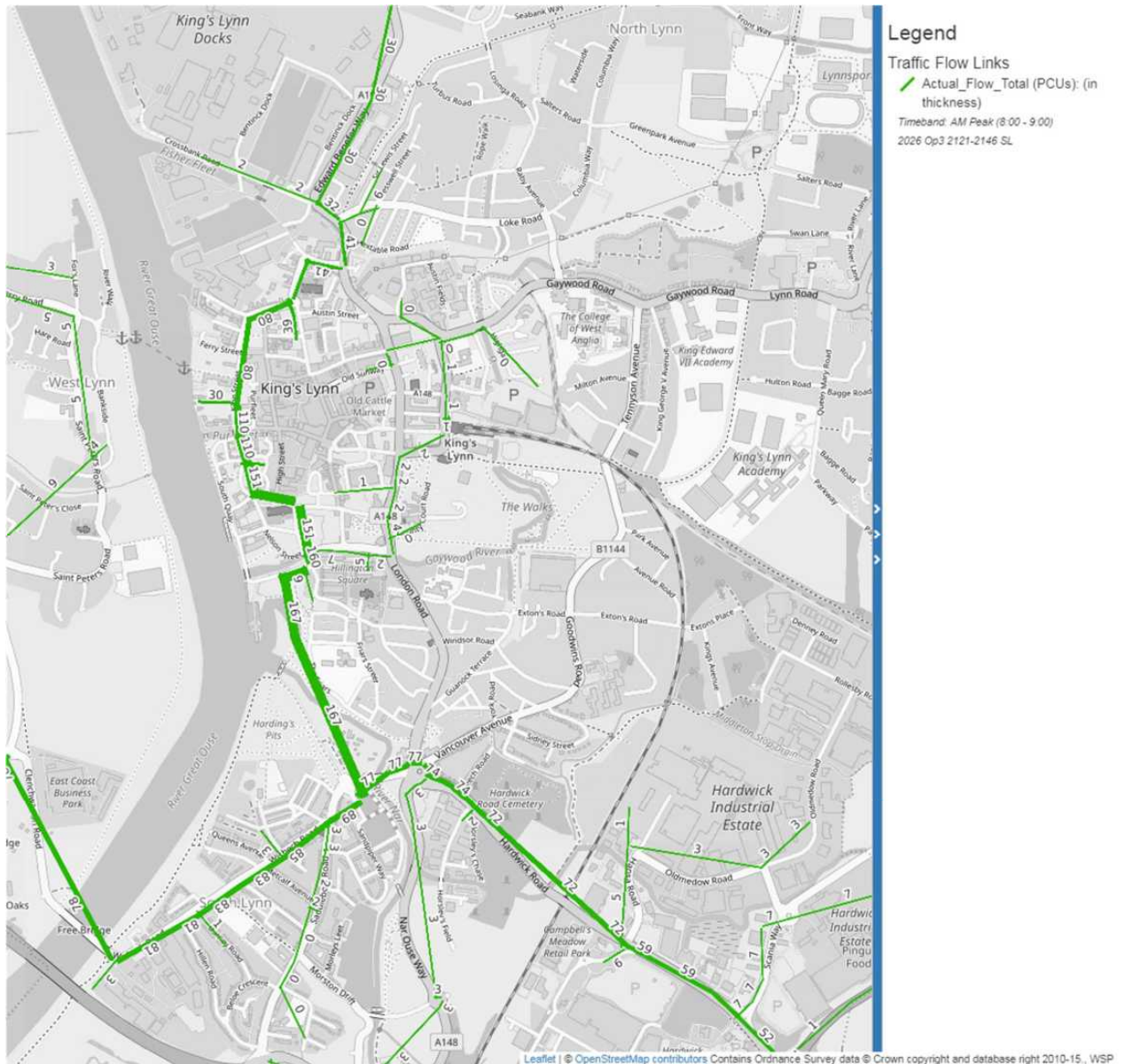


Figure 5-9: Scenario 3 - Select Link Analysis AM Peak Hardings Way Northbound

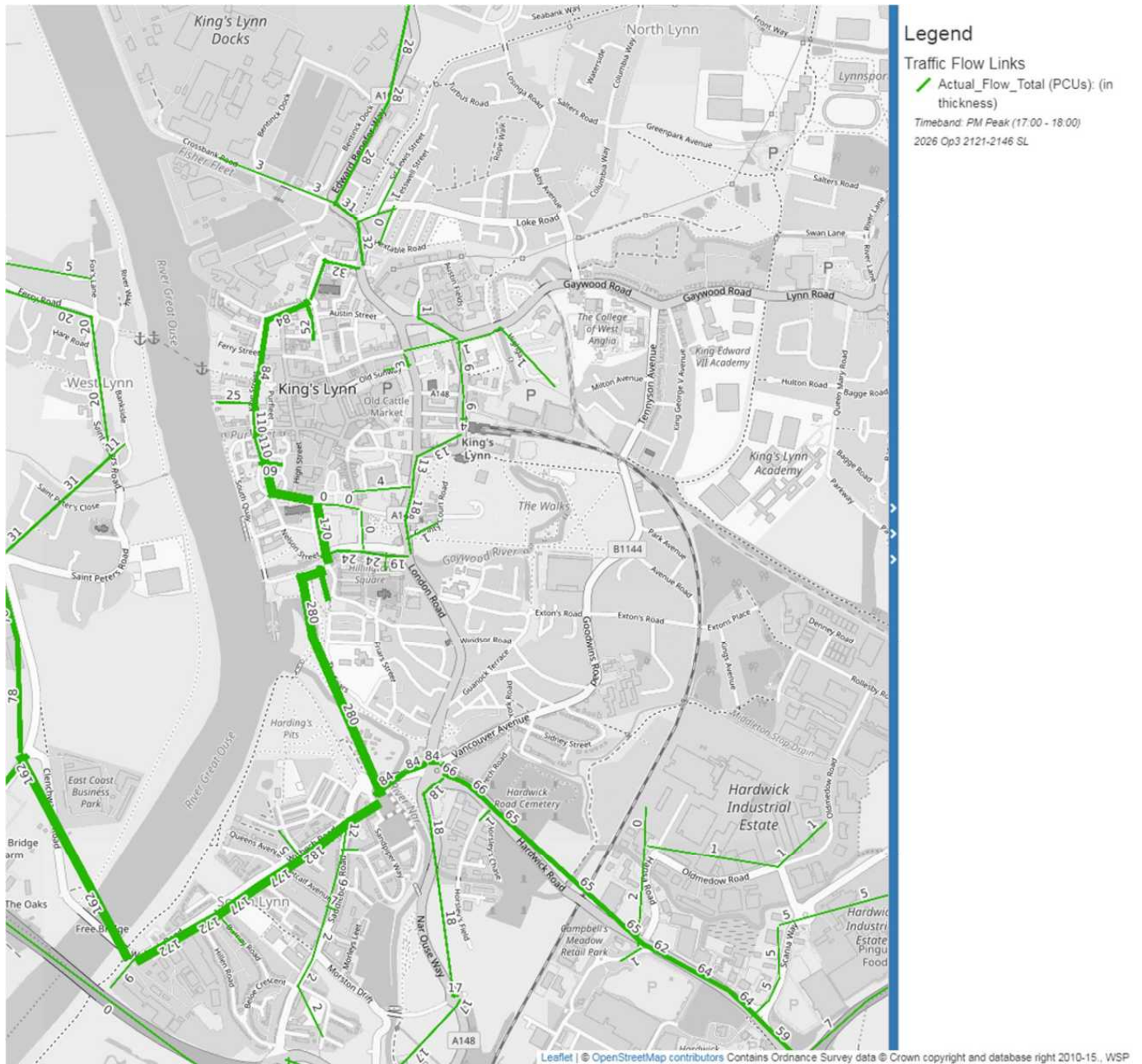


Figure 5-10: Scenario 3 - Select Link Analysis PM Peak Hardings Way Northbound

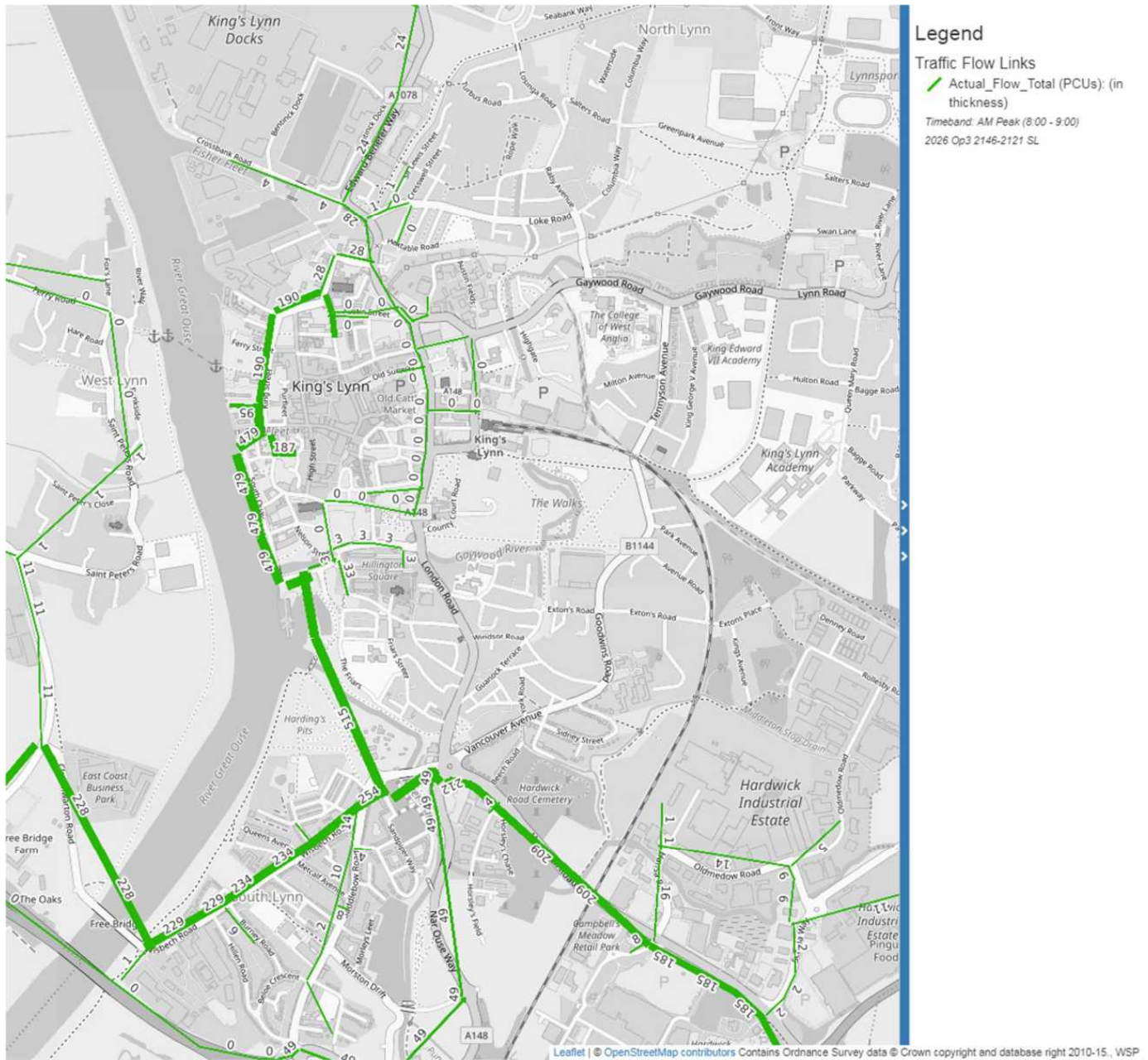


Figure 5-11: Scenario 3 - Select Link Analysis AM Peak Hardings Way Southbound

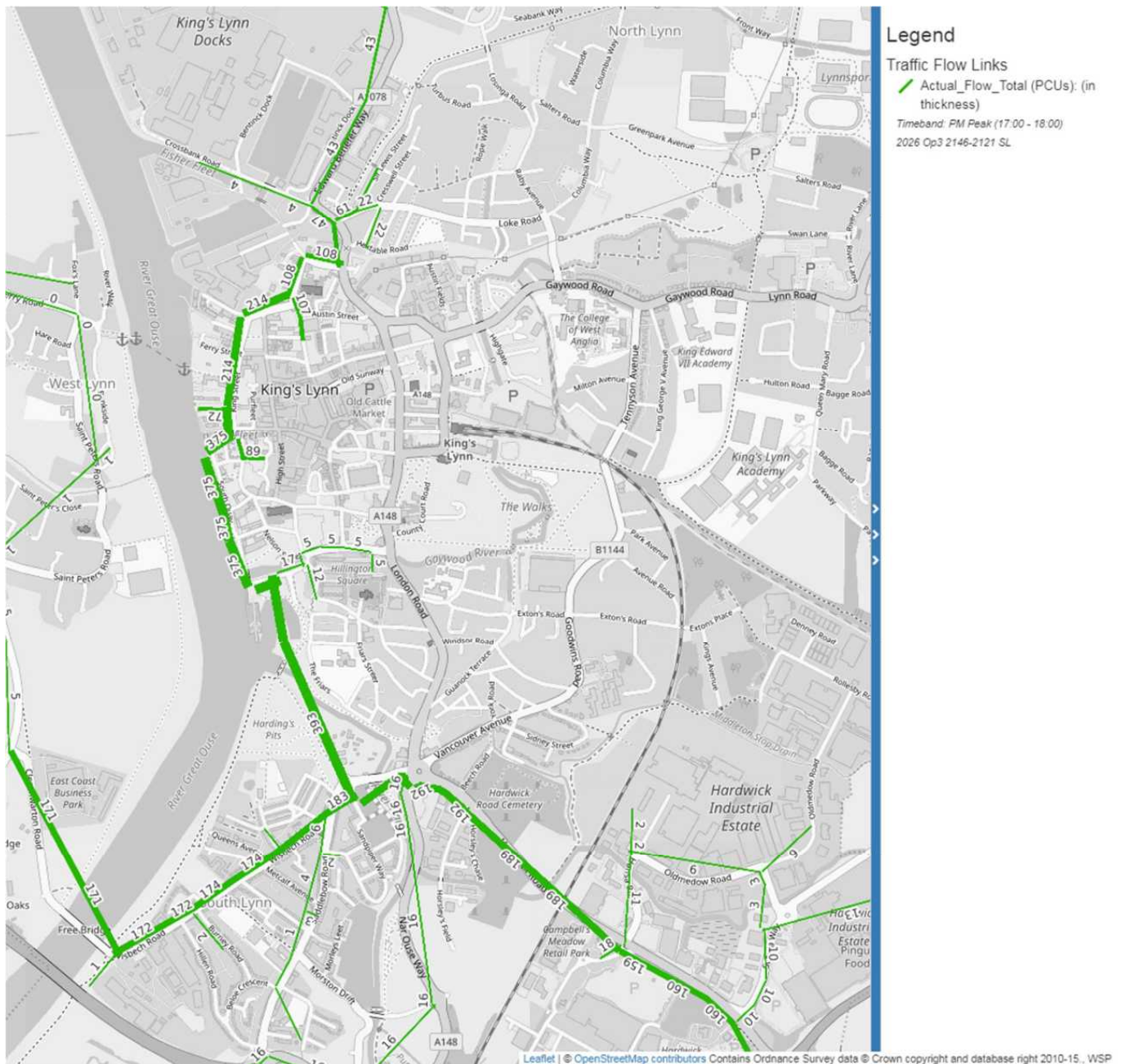


Figure 5-12: Scenario 3 - Select Link Analysis PM Peak Hardings Way Southbound

5.4.10. Traffic using Hardings Way routes through Wisbech Road, London Road, and King's Street. Only a small number of vehicles use Hardings Way route through the town centre via the Railway Road gyratory area.

SCENARIO 3 NETWORK SUMMARY STATISTICS

5.4.11. Table 5-3 presents network summary statistics for Scenario 3 and a comparison against the Do Minimum case.

Table 5-3: Scenario 3 Network Summary Statistics

<i>Statistic</i>	Unit	DM		Scenario 3		Scenario 3 - DM	
		AM	PM	AM	PM	AM	PM
<i>Transient Queues</i>	PCU - Hrs	512.1	599.4	488.2	568.9	-23.9	-30.5
<i>Over-capacity Queues</i>	PCU - Hrs	23.5	39.4	28.3	33.9	4.8	-5.4
<i>Link Cruise Time</i>	PCU - Hrs	1237.6	1329.3	1238.0	1337.6	0.4	8.3
<i>Total Travel Time</i>	PCU - Hrs	1773.1	1968.1	1754.4	1940.5	-18.7	-27.6
<i>Total Travel Distance</i>	PCU - kms	71087.6	75434.8	70955.0	75563.7	-132.6	128.9
<i>Average Speed</i>	kph	40.1	38.3	40.4	38.9	0.4	0.6

5.4.12. Table 5-3 shows that Scenario 3 has a positive impact on total travel times and queueing as these are reduced. Average speeds are also seen to increase.

SCENARIO 3 SUMMARY

5.4.13. Like Scenarios 1 and 2, Scenario 3 has a significant impact on the traffic levels using London Road and Railway Road by causing significant reassignment to Hardings Way and King Street. There is a reassignment from the A148 to Wisbech Road, and this reduces traffic on the A47 between the A47 / A17 junction and the A47 / A148 junction.

5.5 SCENARIO 4 - HARDINGS WAY COMPLIMENTARY MEASURE

5.5.1. Scenario 4's primary impact is the reassignment of traffic given the new route choice provided by the opening of Hardings Way. Figure 5-13 shows the traffic flow differences between Scenario 4 and DM for AM Peak in 2026.

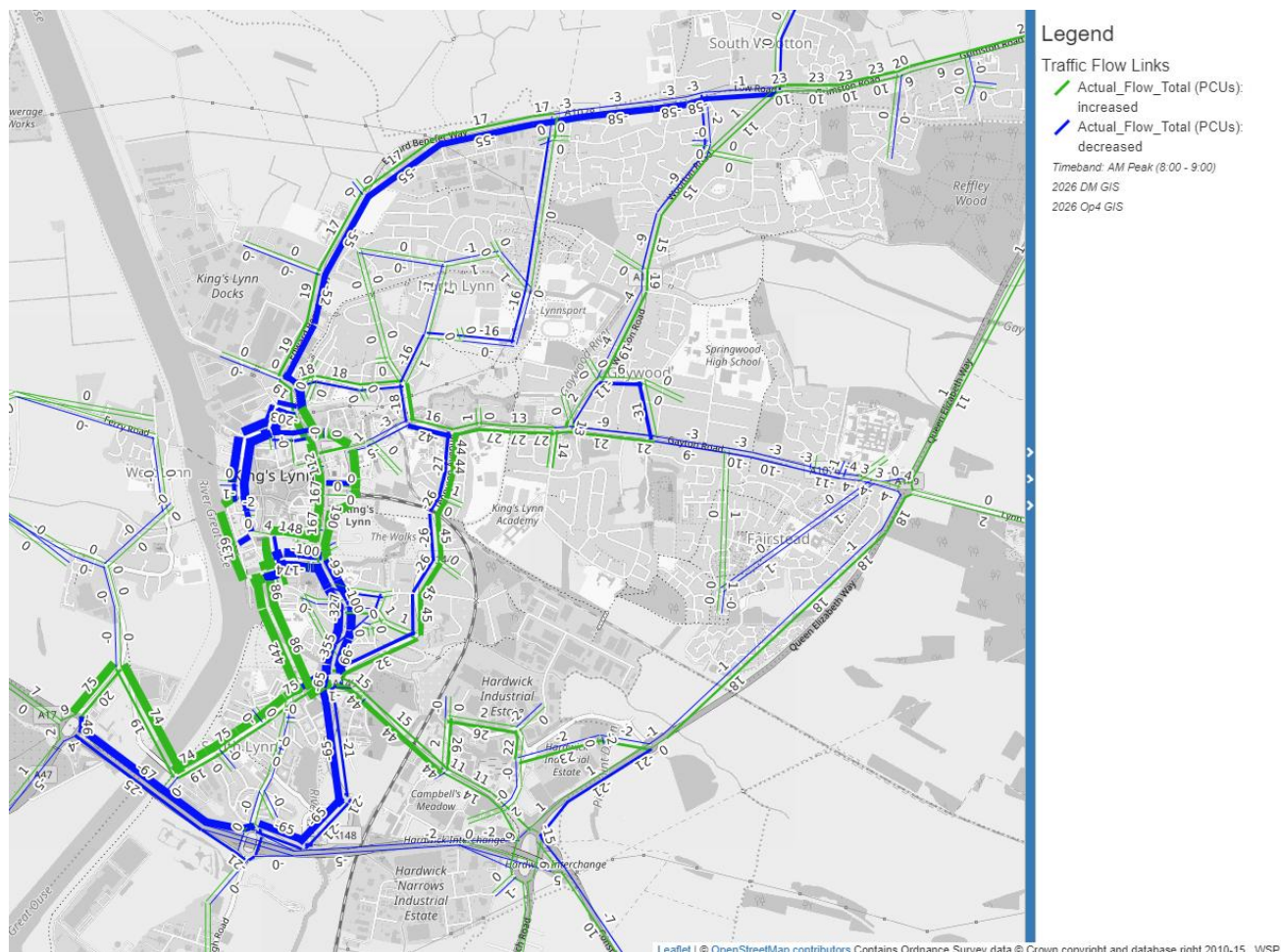


Figure 5-13: Scenario 4 - DM Actual Flow Difference Plot AM Peak

5.5.2. Figure 5-13 shows that there is a significant increase in traffic on Hardings Way in both the directions due to the removal of traffic bans on it, which reduces traffic flows on London Road. There is also a reduction in traffic flow at King Street which results in the increase of traffic on Railway Road. Furthermore, shows a significant increase on Wisbech Road with a countering reduction in traffic on A148 Road. Figure C.4-25 shows the corresponding delay difference plot between Scenario 4 and the Do Minimum in the 2026 AM Peak. Figure C.4-25 shows that there is a decrease in delay on London Road and the adjacent areas, and minor increase of delay on Hardings Way in both directions. The largest increase is seen at Purfleet Place where there is an increase of 14 seconds.

5.5.3. There are a small number of links where V/C is close to or exceeding capacity within the King's Lynn Town centre, namely Purfleet Place with King Street junction and the junction of at Loke Road with Gaywood Road this is illustrated in Figure C.4-26.

5.5.4. Figure 5-14 shows the traffic flow differences between Scenario 4 and DM in the PM Peak 2026.

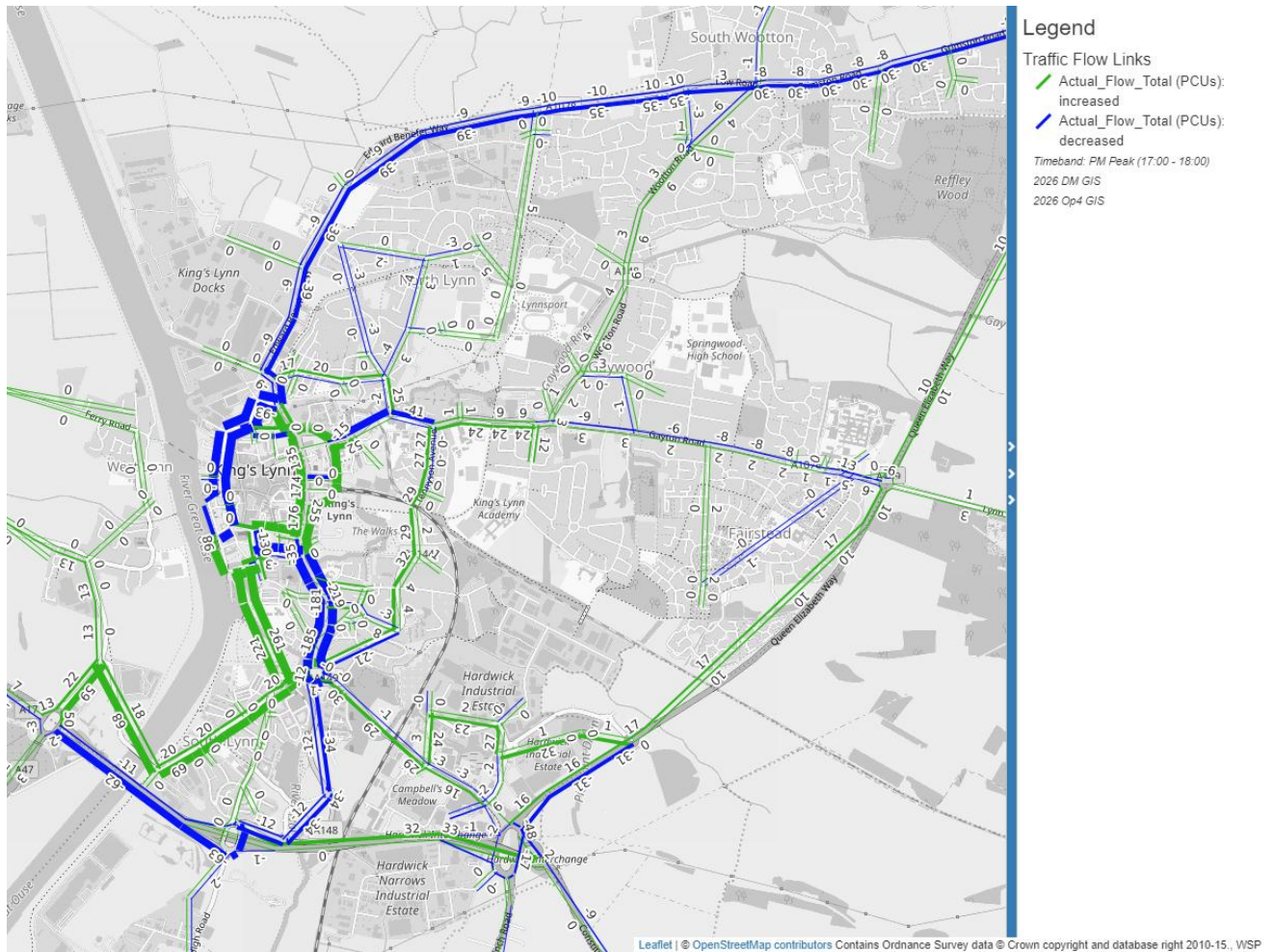


Figure 5-14: Scenario 4 - DM Actual Flow Difference Plot PM Peak

- 5.5.5. Figure 5-14 shows a significant increase in traffic on Hardings Way in both directions due to the removal of traffic bans on it, which reduces traffic levels on London Road. There is also reduction in traffic flow along King Street, due to the traffic ban, leading to an increase in traffic on Railway Road.
- 5.5.6. It also shows a significant increase in traffic on A47 Road in one direction as expected. There is also a significant reduction in traffic flow at Edward Benefer Way.
- 5.5.7. In this scenario there are decreases in delay on London Road and the adjacent areas, and significant increase in delay on Hardings Way of 19 seconds southbound. This is illustrated on Figure C.4-29. Although not shown on this figure there is a small increase of 11 seconds on Queen Elizabeth Road as a result of the proposed mitigation.
- 5.5.8. There are a few links where the volume/capacity is at or nearing capacity within the King's Lynn Town Centre, namely the junction of Saturday Market Place with Church Street. This is illustrated in Figure C.4-30.

SCENARIO 4 NETWORK SUMMARY STATISTICS

- 5.5.9. Table 5-4 presents network summary statistics for Scenario 4 and a comparison against the Do Minimum case.

Table 5-4: Scenario 4 Network Summary Statistics

<i>Statistic</i>	Unit	DM		Scenario 4		Scenario 4 - DM	
		AM	PM	AM	PM	AM	PM
<i>Transient Queues</i>	PCU - Hrs	512.1	599.4	514.6	598.0	2.5	-1.4
<i>Over-capacity Queues</i>	PCU - Hrs	23.5	39.4	32.8	37.5	9.3	-1.9
<i>Link Cruise Time</i>	PCU - Hrs	1237.6	1329.3	1239.9	1333.5	2.3	4.1
<i>Total Travel Time</i>	PCU - Hrs	1773.1	1968.1	1787.2	1968.9	14.2	0.8
<i>Total Travel Distance</i>	PCU - kms	71087.6	75434.8	71260.5	75615.6	172.9	180.8
<i>Average Speed</i>	kph	40.1	38.3	39.9	38.4	-0.2	0.1

5.5.10. Table 5-4 shows that there is an increase in over capacity queues in the AM, although a small reduction in the PM. This leads to increased overall travel times and distance.

SCENARIO 4 SUMMARY

5.5.11. Scenario 4 has similar impacts to Scenario 1 to 3, with increased traffic on Hardings Way resulting in in traffic routing through South Quay and avoiding London Road. In common with Scenario 2 the closure of King’s Street leads to increased traffic on Railway Road.

5.6 SCENARIO 5 - TRAFFIC SIGNALS

- 5.6.1. The appraisal of the junction of John Kennedy Road / Loke Road is likely to be impacted by the lower than observed traffic flow that was identified in the validation screenline across this road. Given in the base model this road has less traffic than observed, the patterns seen in this Scenario would likely persist if the base model performed better in this location, and it is likely the effects seen would be more pronounced given the increased traffic levels.

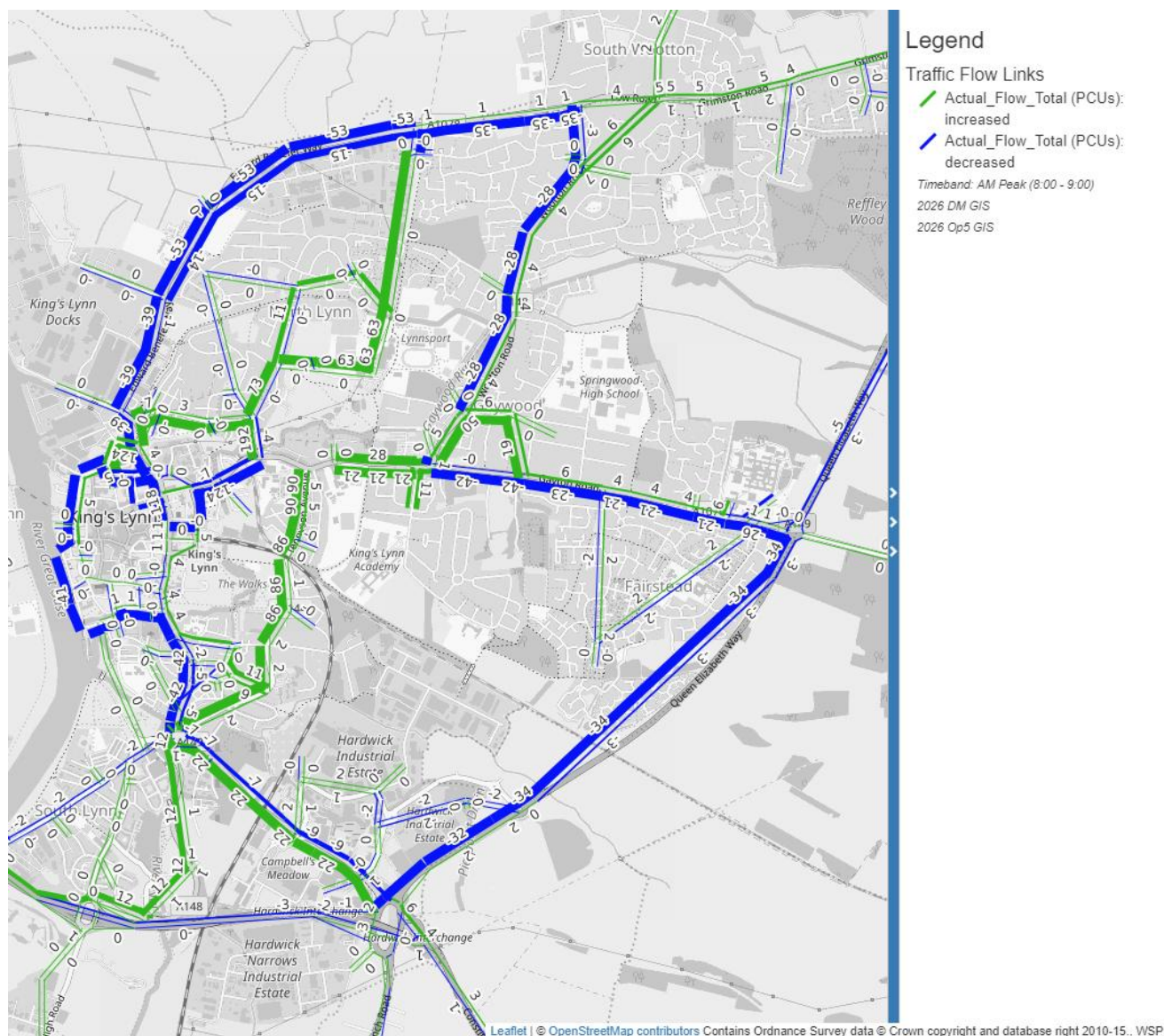


Figure 5-15: Scenario 5 – Actual Flow Difference Plot AM Peak

- 5.6.2. Figure 5-15 shows the flow difference plot between Scenario 5 and the Do Minimum in 2026 for the AM Peak. It shows that there is a decrease in flow on London Road and on King Street, and in turn a significant increase in traffic on the B1144 road. This is a result of the improved performance of the roundabout (compared to existing traffic signals) which resulted in the elimination of cyclic delay occurring due to the presence of signals in the base year model. There is also a significant reduction (100+ vehicles) on Gaywood Road approaching the gyratory and a large increase on Tennyson

Avenue (80+ vehicles). It shows that a decrease in flow on the A149 Road and Edward Benefer Way, and counter increase in flow on B1144 Road and Reid Way.

- 5.6.3. In the AM a reduction in delay is observed adjacent to the roundabout scheme for the junction of Loke Road with Gaywood Road and also a reduction of delay on London Road. There is a reduction of 15 seconds on Gaywood Road westbound. This is illustrated in Figure C.5-33. To the edge of the figure there is an increase of 29 seconds on Gayton Road.
- 5.6.4. There are only a couple of links at or exceeding capacity and therefore have high Volume/ Capacity ratios, namely London Road north of Vallingers Road and A1076 Gayton Road. These are shown in Figure C.5-35.
- 5.6.5. Figure 5-16 shows the flow difference plot between Scenario 5 and the Do Minimum in 2026 for the PM Peak.

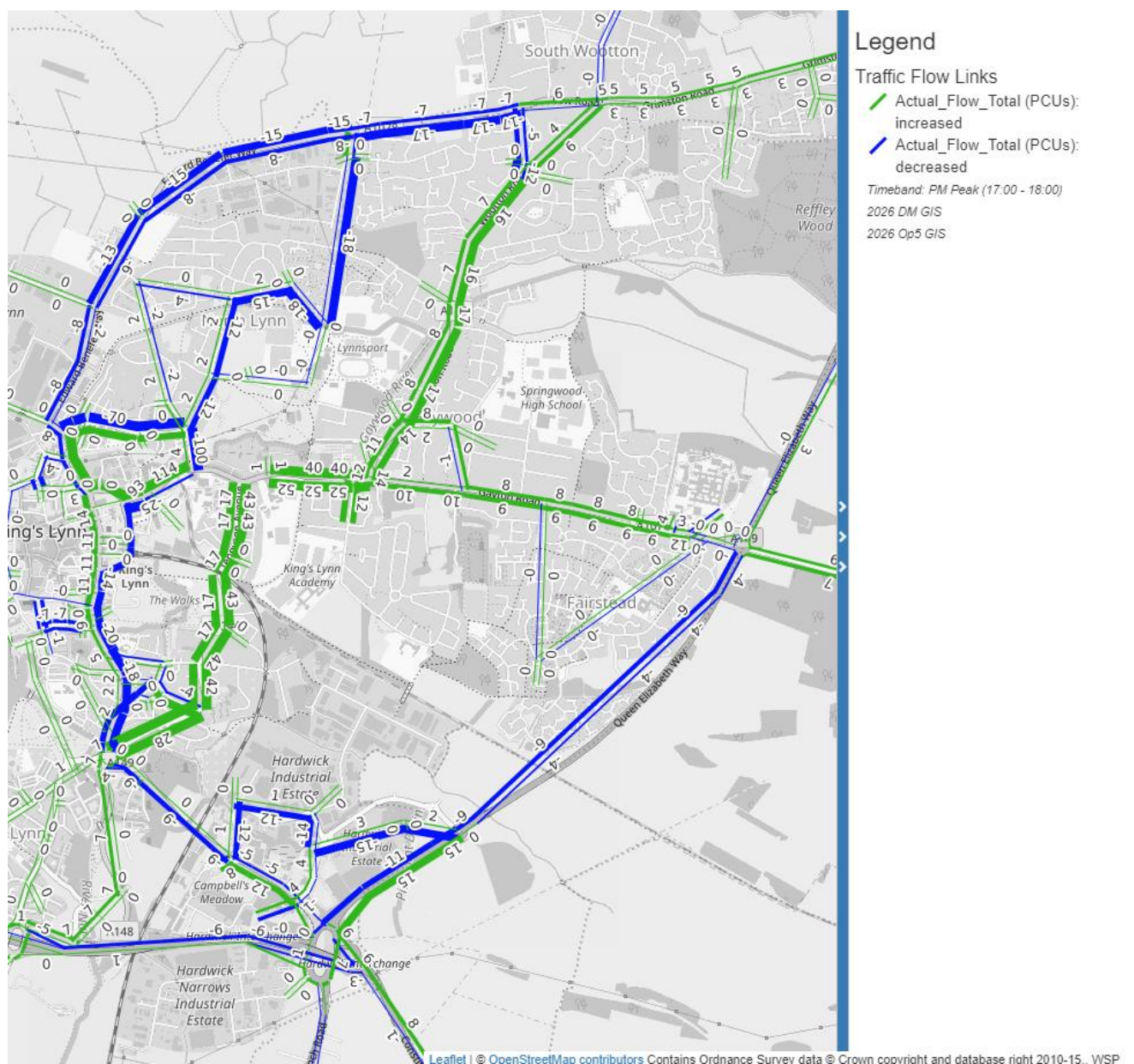


Figure 5-16: Scenario 5 – DM Actual Flow Difference Plot PM Peak

- 5.6.6. The figure shows a decrease of flow on the London Road as a result of an increase in traffic on the B1144. This figure also shows there is no significant impact seen for PM period across wider area. There is a small increase in flow on the A148 and associated decrease in traffic on the Edward Benefer Way road and Field Way.
- 5.6.7. In terms of delay, over most of the network there are only small changes, however, there is a reduction of 30 seconds on Gaywood Road westbound. There are no significant changes in delay for traffic in the PM peak in the wider area. Figure C.5-38 illustrates these delay changes for the PM.
- 5.6.8. In terms of Volume/Capacity ratios, most links within King's Lynn during the PM Peak are well within capacity. However, Southgates roundabout does have multiple arms with Volume Capacity ratio's above 85%. These volume/capacity ratios on a link basis for Scenario 5 are illustrated in Figure C.5-40.

SCENARIO 5 NETWORK SUMMARY STATISTICS

- 5.6.9. Table 5-5 presents network summary statistics for Scenario 5 and a comparison against the Do Minimum case.

Table 5-5: Scenario 5 Network Summary Statistics

<i>Statistic</i>	<i>Unit</i>	DM		Scenario 5		Scenario 5 - DM	
		AM	PM	AM	PM	AM	PM
<i>Transient Queues</i>	PCU - Hrs	512.1	599.4	495.9	589.5	-16.2	-9.9
<i>Over-capacity Queues</i>	PCU - Hrs	23.5	39.4	25.7	36.6	2.2	-2.8
<i>Link Cruise Time</i>	PCU - Hrs	1237.6	1329.3	1242.4	1333.3	4.9	4.0
<i>Total Travel Time</i>	PCU - Hrs	1773.1	1968.1	1764.0	1959.4	-9.1	-8.8
<i>Total Travel Distance</i>	PCU - kms	71087.6	75434.8	71076.5	75636.0	-11.1	201.2
<i>Average Speed</i>	kph	40.1	38.3	40.3	38.6	0.2	0.3

- 5.6.10. Table 5-5 shows that Scenario 5 has a positive impact on the level of transient queues and total travel time, and provides a small increase in average speeds.

SCENARIO 5 SUMMARY

- 5.6.11. The three different junction schemes cause a number of reassignments to occur, including changes in flow along Gaywood Road and Tennyson Avenue to Edward Benefer Way. The schemes provide a small reduction of traffic within the town centre / gyratory area, although some of the wider reassignment impacts are more significant (100+ vehicles per hour in some places). A set of sensitivity tests looking at each junction independently may be advisable to isolate the reassignment impacts to achieve desired rerouting. The increases in traffic along Loke Road are perhaps not desirable given the residential nature of the street.

5.7 GYRATORY – BLACKFRIARS ROAD TWO-WAY (SCENARIO 6)

- 5.7.1. Scenario 6 primarily has reassignment impacts, although a couple of links see some large delay increases.
- 5.7.2. Figure 5-17 shows the flow difference plot between Scenario 6 and the Do Minimum in 2026 for AM Peak.

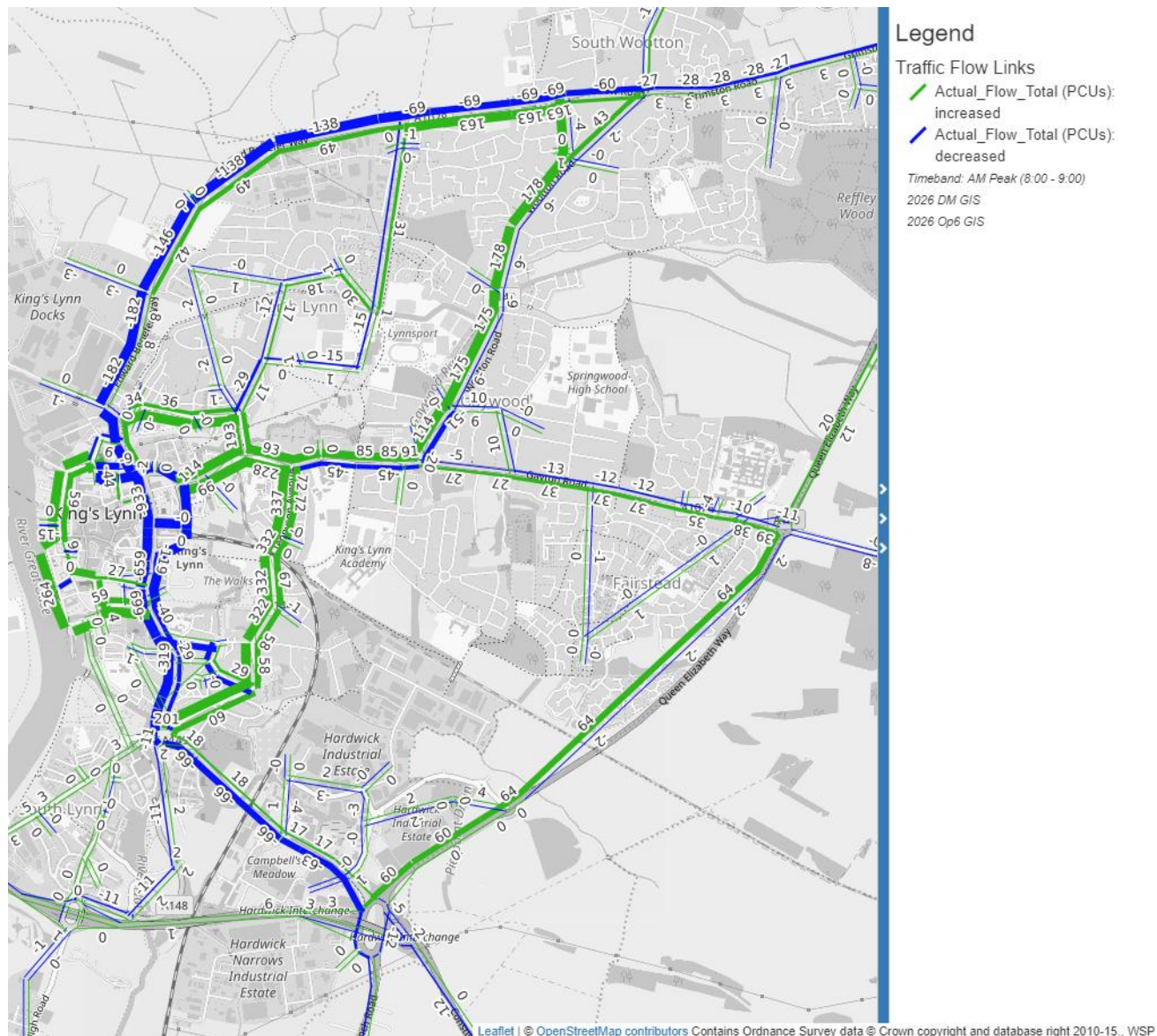


Figure 5-17: Scenario 6 – DM Actual Flow Difference Plot AM Peak

- 5.7.3. There is a significant decrease in flow on London Road and Railway Road with counter increase of flow on B1144 Road and King Street. There is a decrease in flow of up to 182 PCUs observed on Edward Benefer Road, with counter increase in flow on A148 Road.
- 5.7.4. There is significant reduction in delay along Railway Road, however this is countered by some very significant increases, such as 302 seconds on Purfleet Place and 55 seconds on Gaywood Road. There is however a significant increase in delay at the Gaywood Road / Loke Road junction. There

are no significant changes in delay across the wider network. Figure C.6-43 illustrates the delay difference between Scenario 6 and the Do Minimum in 2026 for AM Peak.

5.7.5. In this scenario a few links have a poor level of service due to the increased flow, resulting in a V/C ratio more than 90%. Key links experiencing stress are: Vancouver Avenue Eastbound, Purfleet Place, Norfolk Street and Blackfriars Road between Norfolk Street and Portland Street. Figure C.6-45 shows the Volume/ Capacity ratio as a percentage for Scenario 6 in 2026 for AM Peak.

5.7.6. Figure 5-18 shows the flow difference plot between Scenario 6 and the Do Minimum in 2026 for PM Peak.

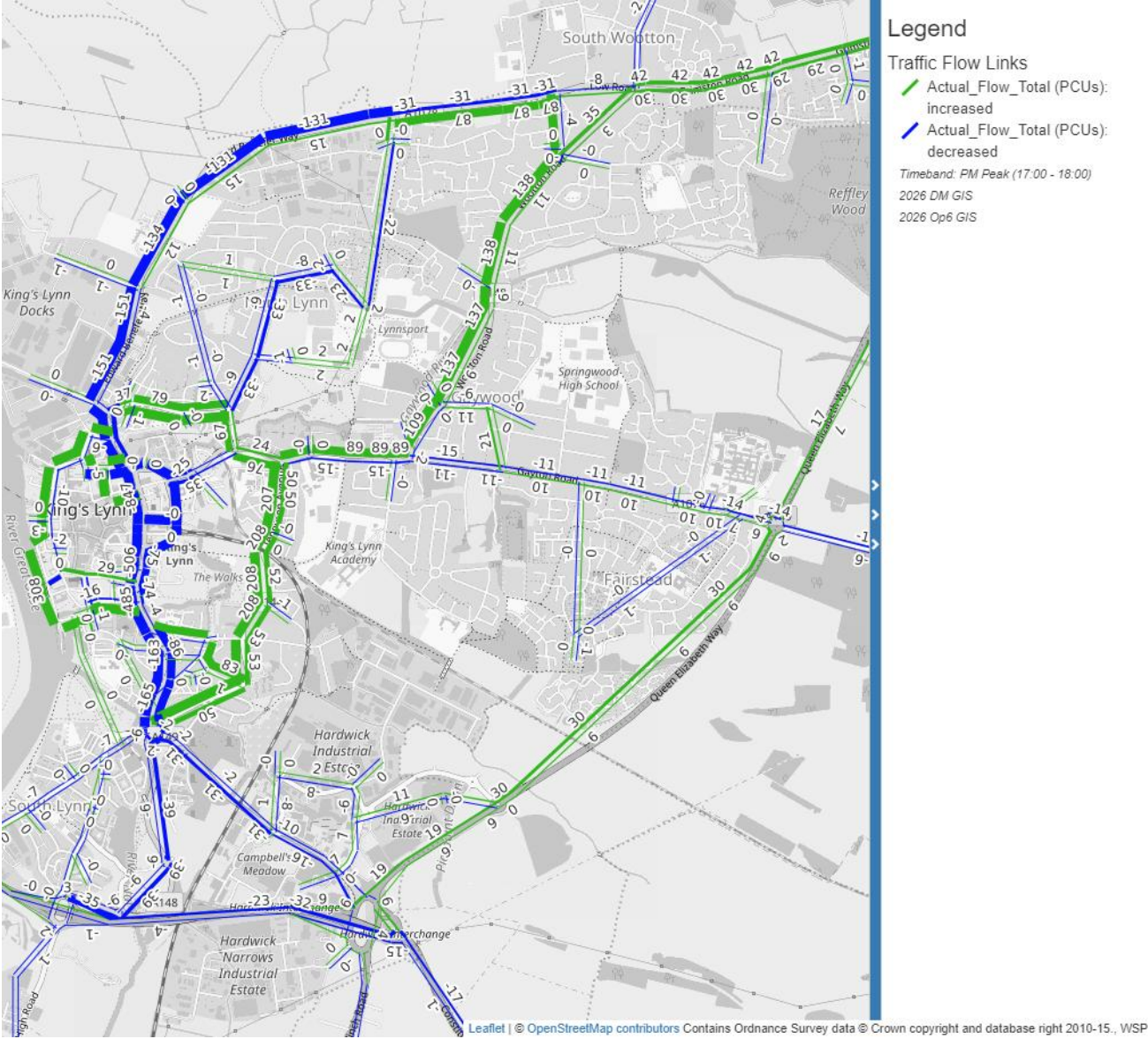


Figure 5-18: Scenario 6 – DM Actual Flow Difference Plot PM Peak

5.7.7. There is a significant reduction in flow on Railway Road (up to 1009 PCUs). In turn traffic on B1144 Road and King Street has increased. A reduction in flow of up to 151 PCUs is observed on Edward Benerfer Way, in turn traffic on the A148 has increased.

5.7.8. There is a considerable increase of 62 seconds in delay on Gaywood Road Westbound at the junction with Loke Road, as well as the junction of Gaywood Road and Tennyson Avenue. There is also an increase in delay at the Blackfriars Road / Austin Street junction. The largest increase of 72 seconds is seen at Purfleet Place. There are no noticeable changes in delay across the wider area. These delays difference between Scenario 6 and the Do Minimum in 2026 for PM Peak are illustrated in Figure C.6-48.

5.7.9. Figure C.6-50 shows the Volume/ Capacity ratio as a percentage for Scenario 6 in 2026 for PM Peak. There are few links at or over capacity, namely Saturday Market Place, Purfleet Place, the Southgates roundabout and Blackfriars Road. Approach arms to the Gaywood Road / Tennyson Avenue roundabout also have volume capacity ratios over 90%.

SCENARIO 6 NETWORK SUMMARY STATISTICS

5.7.10. Table 5-6 presents network summary statistics for Scenario 6 and a comparison against the Do Minimum case.

Table 5-6: Scenario 6 Network Summary Statistics

<i>Statistic</i>	<i>Unit</i>	DM		Scenario 6		Scenario 6 - DM	
		AM	PM	AM	PM	AM	PM
<i>Transient Queues</i>	PCU - Hrs	512.1	599.4	539.6	619.4	27.5	20.1
<i>Over-capacity Queues</i>	PCU - Hrs	23.5	39.4	78.4	59.4	55.0	20.0
<i>Link Cruise Time</i>	PCU - Hrs	1237.6	1329.3	1256.8	1342.3	19.2	13.0
<i>Total Travel Time</i>	PCU - Hrs	1773.1	1968.1	1874.8	2021.2	101.7	53.1
<i>Total Travel Distance</i>	PCU - kms	71087.6	75434.8	71769.5	75812.1	681.9	377.3
<i>Average Speed</i>	kph	40.1	38.3	38.3	37.5	-1.8	-0.8

5.7.11. Table 5-6 shows that Scenario 6 leads to increases in queueing, travel time and travel distance and a reduction in average speed.

SCENARIO 6 SUMMARY

5.7.12. In Scenario 6 traffic is seen to reassign away from gyratory area to King Street, Loke Road and Tennyson Avenue. There is significant increase in delay at the Gaywood Road / Loke Road junction. This delay increase could be addressed through signal optimisation or junction reconfiguration to account for the change in flow patterns. Strategic reassignment is also observed in northbound traffic (100 + vehicles) in both time periods shifting from Edward Benefer Way to Wootton Road.

5.8 GYRATORY RAILWAY ROAD TWO WAY (SCENARIO 7)

- 5.8.1. Scenario 7 causes reassignment away from the gyratory although not as much as in Scenario 6. Figure 5-19 shows the flow difference plot between Scenario 7 and the Do Minimum in 2026 for AM Peak.

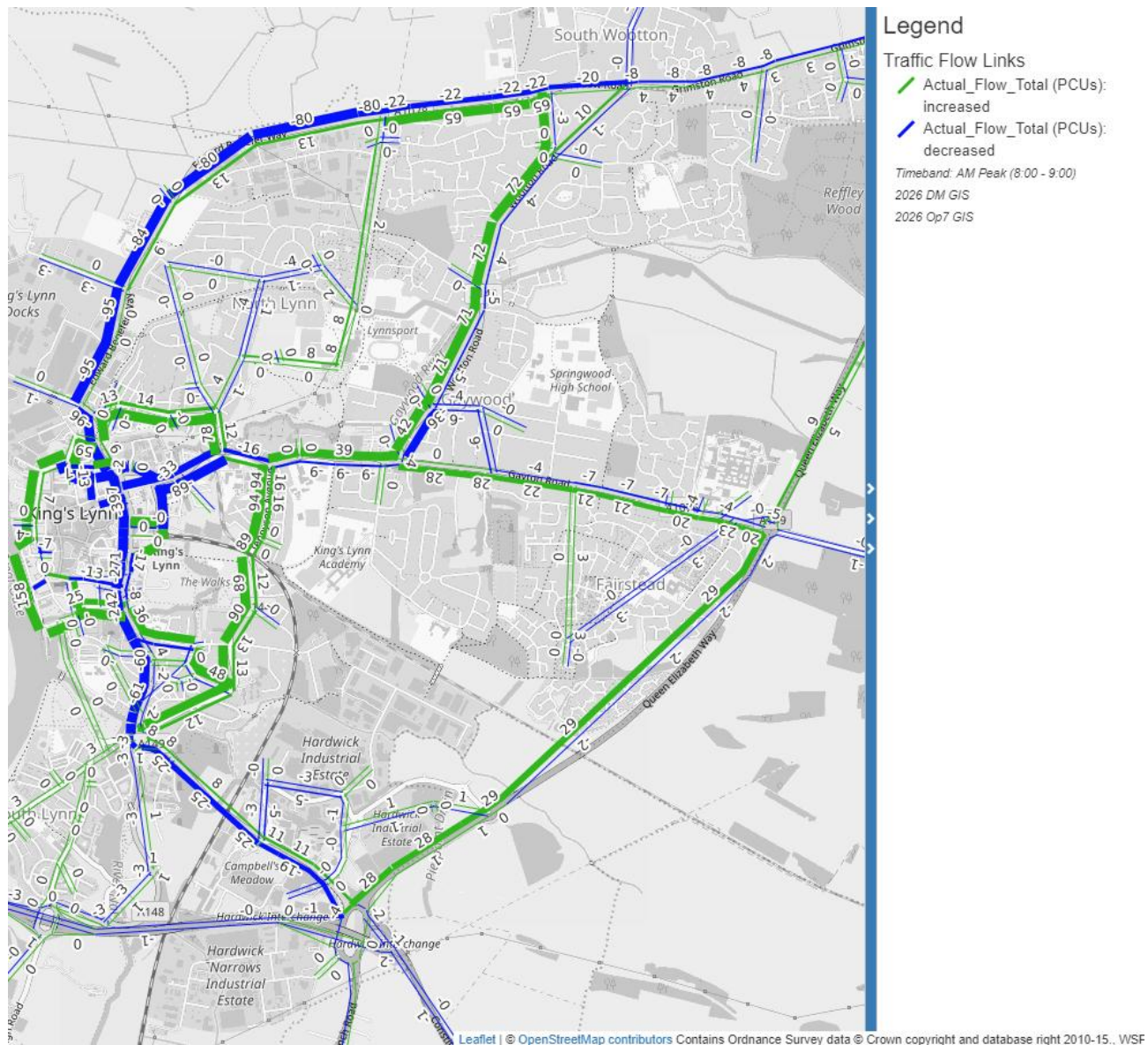


Figure 5-19: Scenario 7 – DM Actual Flow Difference Plot AM Peak

- 5.8.2. There is noticeable reduction in flow has been observed on Railway Road (up to 397 PCUs), and consequently traffic on B1144 and King Street has increased. There is a reduction of up to 95 PCUs along Edward Benefer Way with a counter increase of up to 72 PCUs on the A148.
- 5.8.3. There are some modest delay changes (positive and negative) around the gyratory. The John Kennedy Road approach to the Austin Street junction sees an increase of 11 seconds, whilst Blackfriars Road Southbound sees an increase of 24 seconds. Wellesley Street is seen to have experience a delay of 58 seconds. The largest increase of 80 seconds is seen as Purfleet Place

eastbound. Figure C.7-53 shows the delay difference between Scenario 7 and the Do Minimum in 2026 for AM Peak.

- 5.8.4. Within this town centre area there are two links which are at or near capacity. These are the junction of Railway Road with Blackfriars Road and the junction of Purfleet Place with King Street. Figure C.7-54 illustrates these Volume/ Capacity ratios as a percentage for Scenario 7 in 2026 for AM Peak.
- 5.8.5. Figure 5-20 shows the flow difference plot between Scenario 7 and the Do Minimum in 2026 for PM Peak.



Figure 5-20: Scenario 7 – DM Actual Flow Difference Plot PM Peak

- 5.8.6. A significant reduction in flow, up to 327, is observed on Railway Road, and a reduction of up to 343 on Blackfriars Road, which leads to an increase in traffic on the B1144 and King Street. The western end of Gaywood Road / Littleport Street also sees a reduction to/from the east. Portland Street sees an increase of 302 vehicles as a consequence of the changes in the configuration of the gyratory.
- 5.8.7. There are a number of links around the gyratory each with increases of approximately 20 seconds, which combined adds considerably to the overall travel time around the gyratory. There is also an increase of 23 seconds on Gaywood Road east of Tennyson Avenue. These delays are illustrated in Figure C.7-56 which shows the delay differences between Scenario 7 and the Do Minimum in 2026 for PM Peak.
- 5.8.8. There are a few links which are at or near capacity, namely some links at the junction of Railway Road with Blackfriars Road, the junction of Southgates roundabout and the junction of Loke Road with Gaywood Road. Figure C.7-57 shows the Volume/ Capacity ratio as a percentage for Scenario 7 in 2026 for PM Peak.

SCENARIO 7 NETWORK SUMMARY STATISTICS

- 5.8.9. Table 5-7 presents network summary statistics for Scenario 7 and a comparison against the Do Minimum case.

Table 5-7: Scenario 7 Network Summary Statistics

Statistic	Unit	DM		Scenario 7		Scenario 7 - DM	
		AM	PM	AM	PM	AM	PM
<i>Transient Queues</i>	PCU - Hrs	512.1	599.4	519.5	619.7	7.5	20.3
<i>Over-capacity Queues</i>	PCU - Hrs	23.5	39.4	45.1	39.0	21.7	-0.4
<i>Link Cruise Time</i>	PCU - Hrs	1237.6	1329.3	1244.7	1333.0	7.2	3.7
<i>Total Travel Time</i>	PCU - Hrs	1773.1	1968.1	1809.4	1991.7	36.3	23.5
<i>Total Travel Distance</i>	PCU - kms	71087.6	75434.8	71309.5	75587.2	221.9	152.4
<i>Average Speed</i>	kph	40.1	38.3	39.4	38.0	-0.7	-0.4

- 5.8.10. Table 5-7 shows that Scenario 7 increases queuing, travel times, and travel distances, with a small reduction in average speeds.

SCENARIO 7 SUMMARY

- 5.8.11. In common with Scenario 6, there is significant reassignment away from the gyratory to parallel routes: King Street, Tennyson Avenue. There is also reassignment from Edward Benefer Way to Wootton Road. Loke Road is predicted an increase in traffic which may not be desirable given its residential nature.

5.9 RAILWAY ROAD (SCENARIO 8)

5.9.1. Scenario 8, in common with the other scenarios primarily affects the assignment of traffic within the town centre. In contrast, however, the reassignment impacts do not spread as far out as some of the other scenarios. Figure 5-21 shows the flow difference plot between Scenario 8 and the Do Minimum in 2026 for AM Peak.

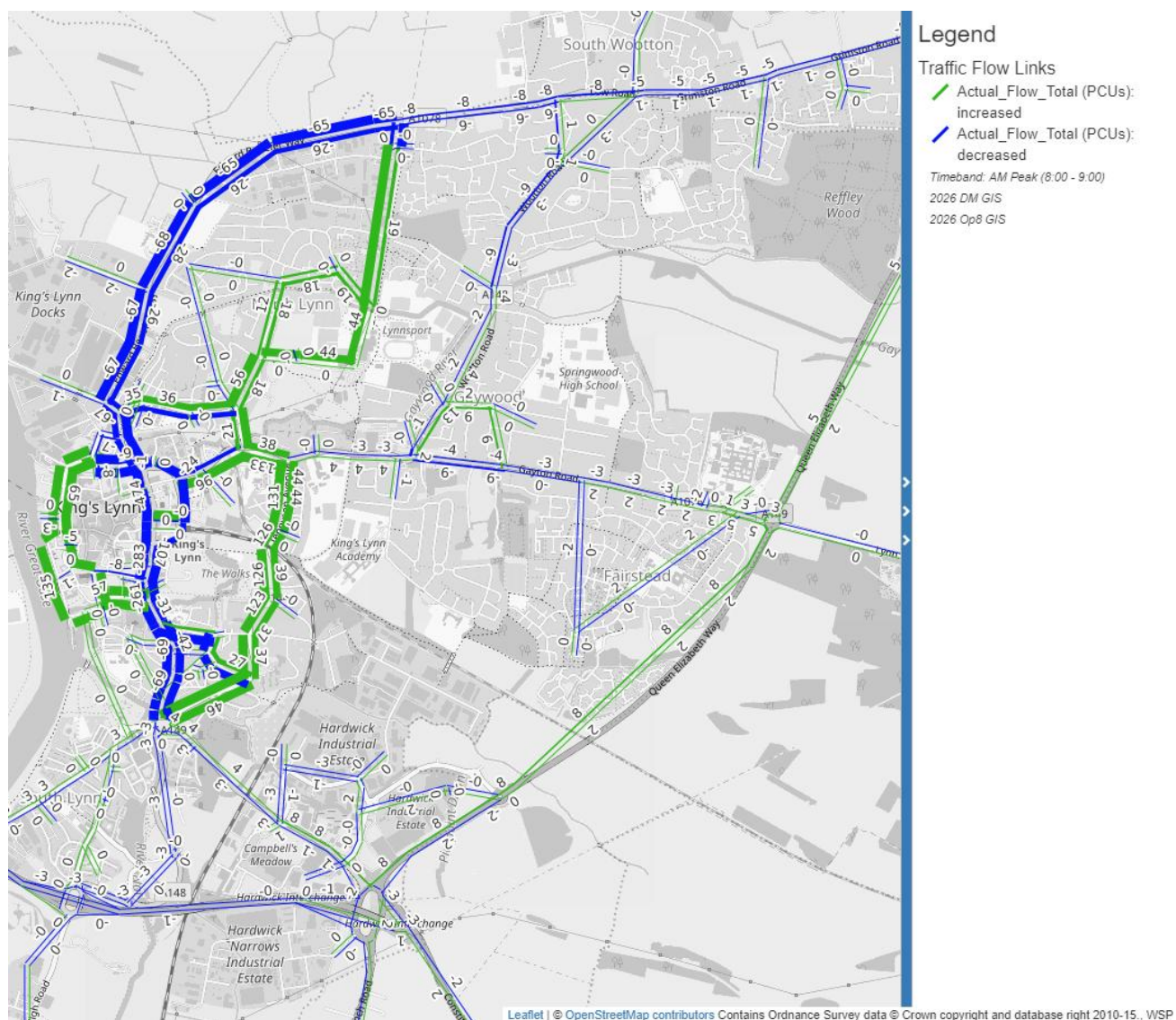


Figure 5-21: Scenario 8 – DM Actual Flow Difference Plot AM Peak

- 5.9.2. There is noticeable reduction in flow has been observed on Railway road, in turn traffic on B1144 road and King street got increased. A noticeable reduction in flow has been observed on Railway Road and Edward Benefer Way, in turn traffic on B1144 road and Reid Way has increased.
- 5.9.3. Most of the town centre sees no or only small impacts on delay. There is a significant increase in delay of 81 seconds on the Saint James' Road approach to the Blackfriars Road / Railway Road. An increase of 56 seconds is seen on A148 Wellesley Street, whilst a 60 second increase is seen on Purfleet Place. These are illustrated in Figure C.8-60 which shows the delay difference between Scenario 8 and the Do Minimum in 2026 for AM Peak.

- 5.9.4. There are a few links which are at or near capacity, namely at the junction of Railway Road with Blackfriars Road and at the junction of Purfleet Place with King Street and are consistent with the locations of the largest increases in delay. These are illustrated Figure C.8-61 which shows the Volume/ Capacity ratio as a percentage for Scenario 8 in 2026 for AM Peak.
- 5.9.5. Figure 5-22 shows the flow difference plot between Scenario 8 and the Do Minimum in 2026 for the PM Peak.

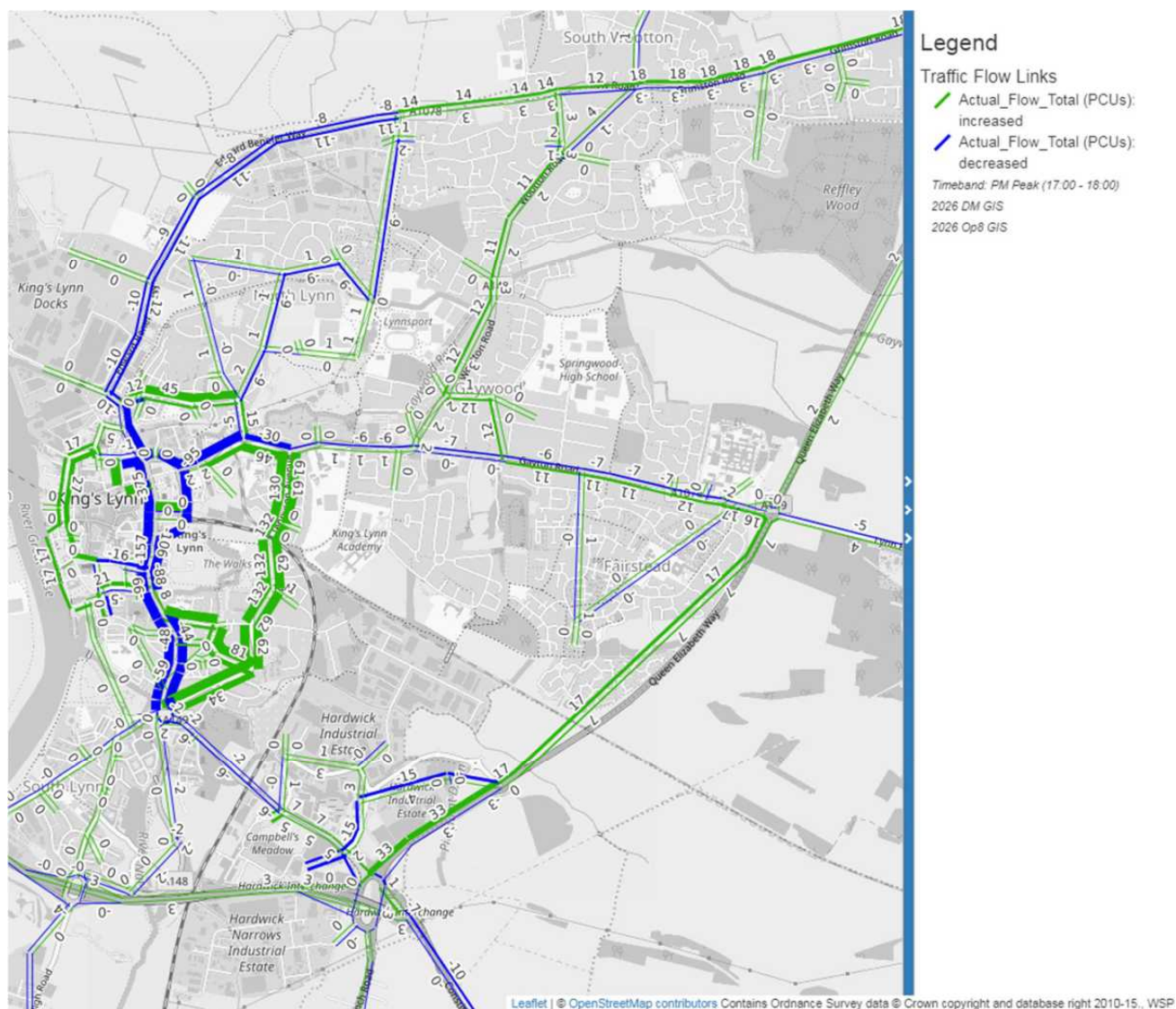


Figure 5-22: Scenario 8 – DM Actual Flow Difference Plot PM Peak

- 5.9.6. There is noticeable reduction in flow on Railway Road and Gaywood Road, with traffic diverted towards the B1144, Tennyson Avenue.
- 5.9.7. Most links in the network see no change in delay. However, there is noticeable increase in delay of 30 seconds on the John Kennedy Road approach to the John Kennedy Road / Austin Street junction. A 58 second increase in delay is seen on the A148 Wellesley Road, and a 48 second increase on the Blackfriars Road approach to Blackfriars Road / Railway Road junction. Figure C.8-64 illustrates these delay differences between Scenario 8 and the Do Minimum in 2026 for PM Peak.

5.9.8. There are few links which are at or over capacity namely, such as at the junction of Railway Road with Blackfriars Road, Southgates roundabout, at the junction of Saturday Market Place with Church Street and the junction of Loke Road with Gaywood Road. Figure C.8-65 illustrates these Volume/Capacity ratios as a percentage for Scenario 8 in 2026 for PM Peak.

SCENARIO 8 NETWORK SUMMARY STATISTICS

5.9.9. Table 5-8 presents network summary statistics for Scenario 8 and a comparison against the Do Minimum case.

Table 5-8: Scenario 8 Network Summary Statistics

<i>Statistic</i>	Unit	DM		Scenario 8		Scenario 8 - DM	
		AM	PM	AM	PM	AM	PM
<i>Transient Queues</i>	PCU - Hrs	512.1	599.4	514.1	627.6	2.0	28.2
<i>Over-capacity Queues</i>	PCU - Hrs	23.5	39.4	40.8	36.6	17.3	-2.8
<i>Link Cruise Time</i>	PCU - Hrs	1237.6	1329.3	1244.7	1333.4	7.1	4.1
<i>Total Travel Time</i>	PCU - Hrs	1773.1	1968.1	1799.5	1997.6	26.5	29.5
<i>Total Travel Distance</i>	PCU - kms	71087.6	75434.8	71170.3	75606.6	82.7	171.8
<i>Average Speed</i>	kph	40.1	38.3	39.5	37.8	-0.5	-0.5

5.9.10. Table 5-8, like Scenarios 6 and 7, shows that there is an increase in queuing, travel times and travel distance with a reduction in speed in Scenario 8.

SCENARIO 8 SUMMARY

5.9.11. Scenario 8 illustrates a reduction in traffic around the gyratory. In the AM there is a shift in traffic from Edward Benefer Way to Lynnsport Way northbound and residential roads such as Columbia Way. As seen in other Scenarios where traffic is discouraged from using the gyratory, there is an increase in traffic on South Quay and King Street. Overall, there is no noticeable benefit to network performance.

5.10 SOUTHGATES (SCENARIO 9)

5.10.1. Figure 5-23 shows the flow difference plot between Scenario 9 and the Do Minimum in 2026 for AM Peak.

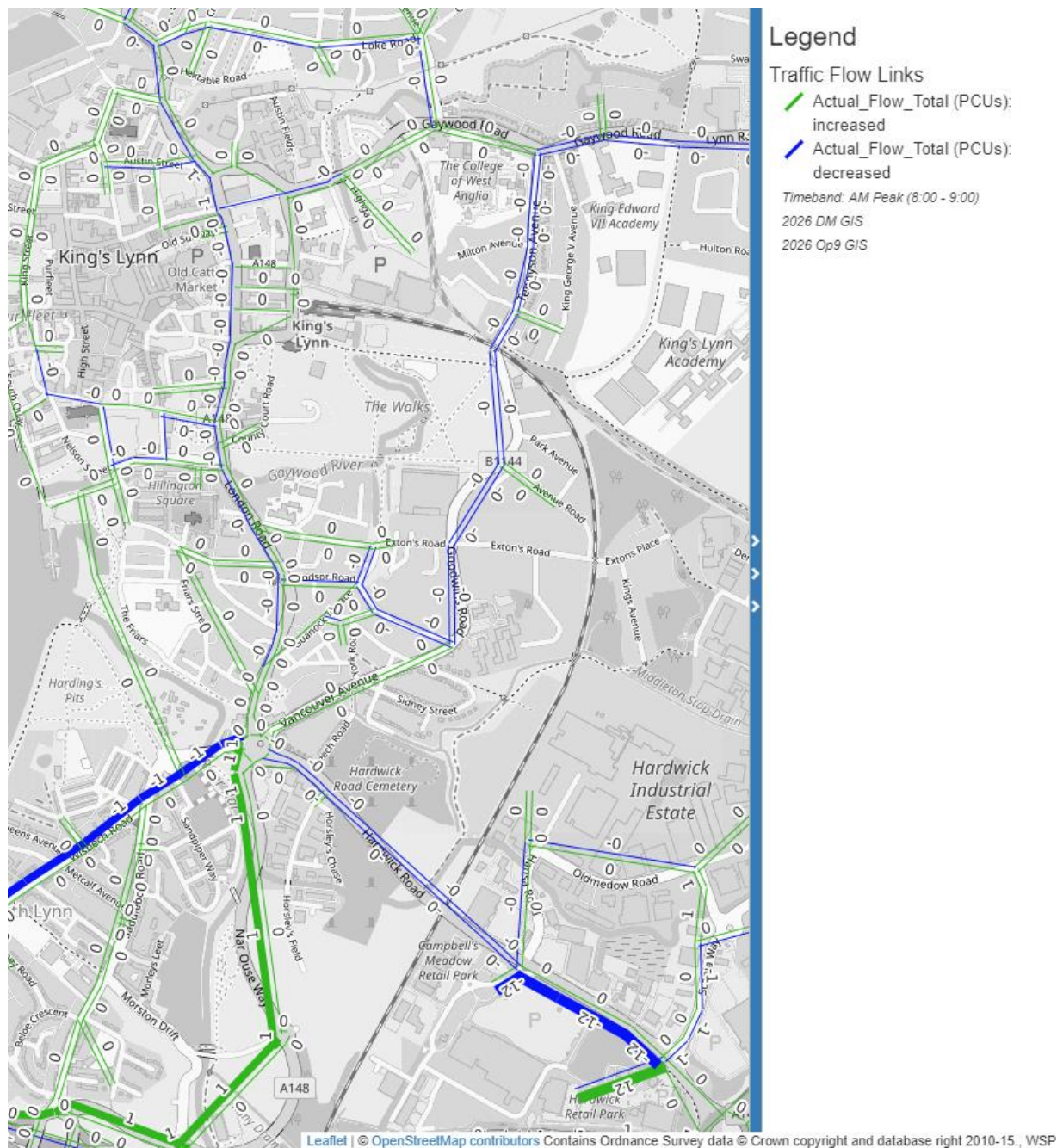


Figure 5-23: Scenario 9 – DM Actual Flow Difference Plot AM Peak

- 5.10.2. There are minimal changes in forecast across King's Lynn Town Centre. The consequent delay changes are minimal given small flow change and are illustrated in Figure C.9-67.
- 5.10.3. There are a couple of links at or over capacity, such as on London Road, although most links operate well within capacity. Figure C.9-68 illustrates the Volume/ Capacity ratios as a percentage for Scenario 9 in 2026 for AM Peak.

5.10.4. Figure 5-24 shows the flow difference plot between Scenario 9 and the Do Minimum in 2026 for PM Peak.



Figure 5-24: Scenario 9 – DM Actual Flow Difference Plot PM Peak

- 5.10.5. As with the AM there is no noticeable flow change as a consequence of the Southgates scheme.
- 5.10.6. The scheme has very little impact on delay within King's Lynn town centre. Figure C.9-70 shows the delay difference between Scenario 9 and the Do Minimum in 2026 for PM Peak.
- 5.10.7. Most roads within network are within capacity, with volume capacity ratios below 85%. However, there is a high V/C ratio at the entry approach of Southgate roundabout and at the junction of Loke road with Gaywood Road. This is illustrated in Figure C.9-71 which shows the Volume/ Capacity ratio for Scenario 9 in 2026 for PM Peak.

SCENARIO 9 NETWORK SUMMARY STATISTICS

5.10.8. Table 5-9 presents network summary statistics for Scenario 9 and a comparison against the Do Minimum case.

Table 5-9: Scenario 9 Network Summary Statistics

<i>Statistic</i>	Unit	DM		Scenario 8		Scenario 8 - DM	
		AM	PM	AM	PM	AM	PM
<i>Transient Queues</i>	PCU - Hrs	512.1	599.4	510.4	598.2	-1.6	-1.2
<i>Over-capacity Queues</i>	PCU - Hrs	23.5	39.4	23.5	40.9	0.0	1.6
<i>Link Cruise Time</i>	PCU - Hrs	1237.6	1329.3	1237.7	1329.0	0.2	-0.3
<i>Total Travel Time</i>	PCU - Hrs	1773.1	1968.1	1771.6	1968.1	-1.4	0.0
<i>Total Travel Distance</i>	PCU - kms	71087.6	75434.8	71094.4	75422.9	6.8	-11.9
<i>Average Speed</i>	kph	40.1	38.3	40.1	38.3	0.0	0.0

5.10.9. Scenario 9 shows a marginal improvement in transient queuing, with little change in travel time and distance, and no change in average speed.

SCENARIO 9 SUMMARY

5.10.10. Scenario 9 has minimal impact on flow levels and delays in both time periods.

Appendix C

SUMMARY PARAMICS TECHNICAL
MODEL OUTPUT

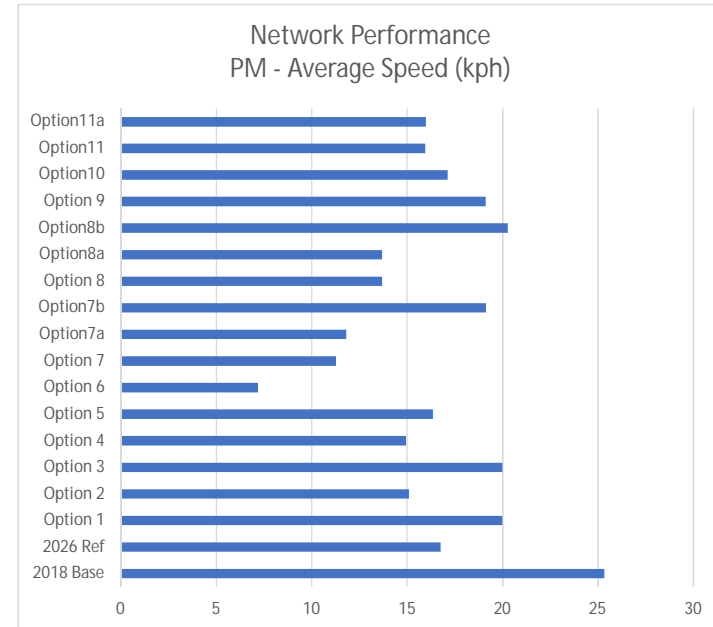
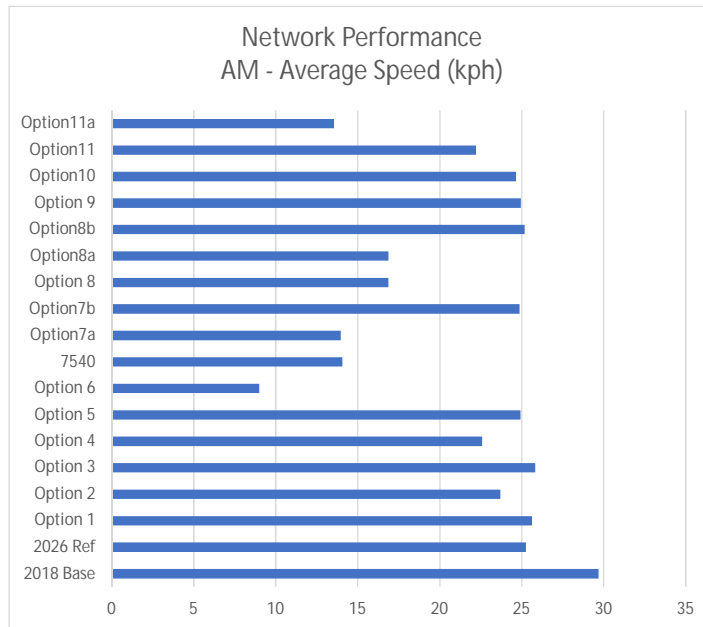


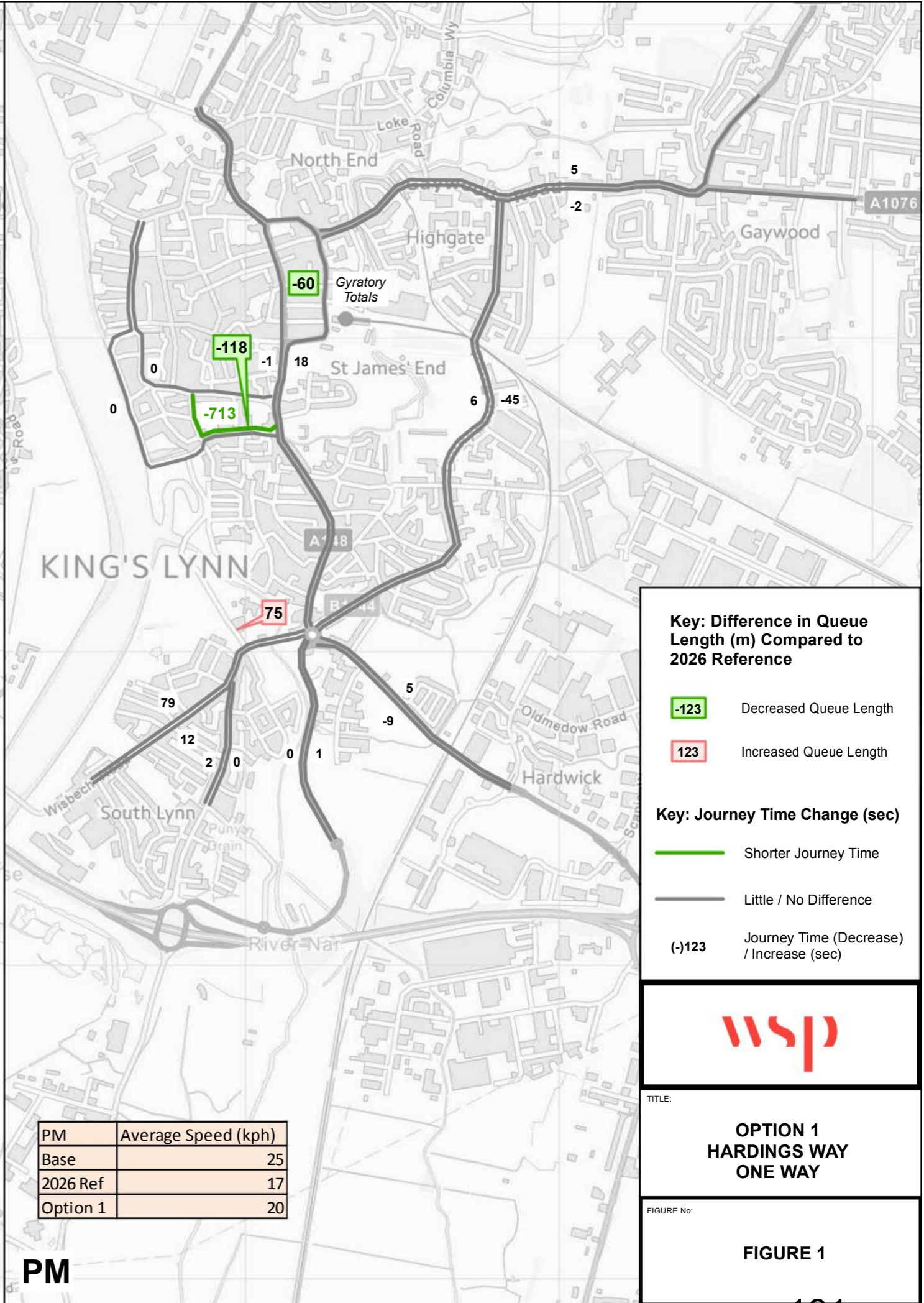
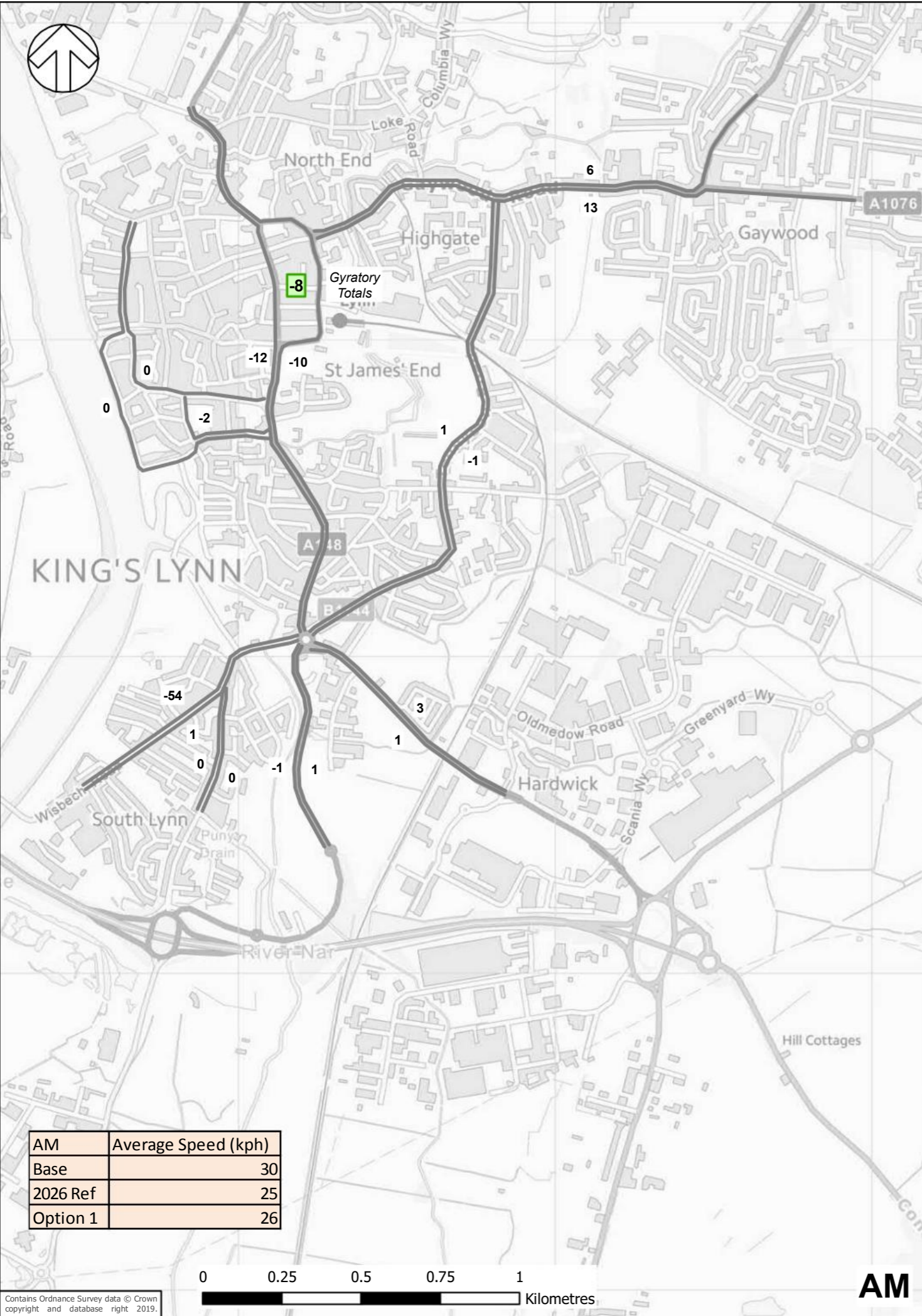
Option	Name	Changes to Highway Network	Drawing
2018 Base	Base Model	-	-
2026 Reference	Reference Model	None	-
Option 1	Hardings Way (one way)	Use Hardings Way for general traffic as well as buses: - Inbound only (northbound) AM Peak model (07:00 - 10:00) - Outbound only (southbound) PM Peak model (16:00 - 19:00) - Weight limit to restrict HGV - Buses re-routed where required (due to one way operation)	SK09
Option 2	Hardings Way (one way) - Complimentary Measures	Use Hardings Way for general traffic as well as buses: - Inbound only (northbound) AM Peak model (07:00 - 10:00) - Outbound only (southbound) PM Peak model (16:00 - 19:00) - Weight limit to restrict HGV - Buses re-routed where required (due to one way operation) - Banned straight ahead movement on link 495:163 and 260:163 to reduce rat running	SK09
Option 3	Hardings Way (two way)	Use Hardings Way for general traffic as well as buses in both directions throughout the day: - Weight limit to restrict HGV	SK08
Option 4	Hardings Way (two way) - Complimentary Measures	Use Hardings Way for general traffic as well as buses in both directions throughout the day: - Weight limit to restrict HGV - Banned straight ahead movement on link 495:163 and 260:163 to reduce rat running	SK08
Option 5	Traffic Signals removal	Remove traffic signals at the following junctions - Loke Road / Gaywood Road - Tennyson Avenue / Gaywood Road - Loke Road / John Kennedy Road	SK02 SK01 SK03
Option 6	Gyratory - Blackfriars Road two-way	Eastern half of gyratory becomes two-way	SK06-1 SK06-2
Option 7	Gyratory - Railway Road two-way	Convert Railway Road to 2-way, leave rest as existing	SK04-PO1
Option 7a	Gyratory - Railway Road two-way with widening of southbound approach on Southgates	- Convert Railway Road to 2-way, leave rest as existing - Widening of southbound approach (1 lane to 2 lanes) from Windsor Road to Southgates to reduce outbound delays.	SK04-PO1 SK10
Option 7b	Gyratory - Railway Road two-way with widening of southbound approach on Southgates and two lane section northbound between St James Street past Norfolk Street	- Convert Railway Road to 2-way, leave rest as existing - Widening of southbound approach (1 lane to 2 lanes) from Windsor Road to Southgates to reduce outbound delays. - Increase northbound from 1 lane to 2 lanes on Railway Road (between St James Street and past Norfolk Street) - removal of ghost island turning lanes.	SK11 SK10
Option 8	Gyratory - Railway Road two-way	Convert Railway Road to 2-way, leave rest as existing with Norfolk Street flow direction reversed	SK05
Option 8a	Gyratory - Railway Road two-way with widening of southbound approach on Southgates	- Convert Railway Road to 2-way, leave rest as existing with Norfolk Street flow direction reversed - Widening of southbound approach (1 lane to 2 lanes) from Windsor Road to Southgates to reduce outbound delays.	SK05 SK10
Option 8b	Gyratory - Railway Road two-way with widening of southbound approach on Southgates and two lane section northbound between St James Street past Norfolk Street	- Convert Railway Road to 2-way, leave rest as existing with Norfolk Street flow direction reversed - Widening of southbound approach (1 lane to 2 lanes) from Windsor Road to Southgates to reduce outbound delays. - Increase northbound from 1 lane to 2 lanes on Railway Road (between St James Street and past Norfolk Street) - removal of ghost island turning lanes.	SK12 SK10
Option 9	Southgates	- Widening of southbound approach (1 lane to 2 lanes) from Windsor Road to Southgates to reduce outbound delays.	SK10
Option 10	Car Parks South (Boal Quay / Church Street)	- 220 space loss at Boal Quay (136 spaces to remain) - 450 spaces to be provided at Church Street (243 existing, additional 207 spaces provided at Church Street)	NA
Option 11	Car Parks North	- 430 loss in spaces at Chapel Street (-80) / Common Staithe (-117) / Austin Street West & Albert Street (-233) - 450 spaces to be provided at Austin Street East (123 existing) - additional 327 spaces at Austin Street East	NA
Option 11a	Car Parks North	- 430 loss in spaces at Chapel Street (-80) / Common Staithe (-117) / Austin Street West & Albert Street (-233) - 500 spaces to be provided at Patrick and Thompson Site (Zone 53)	NA

AM PEAK Hour	2018 Base	2026 Ref	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	7540	Option7a	Option7b	Option 8	Option8a	Option8b	Option 9	Option10	Option11	Option11a
Total Vehicles	6,551	7,454	7,518	7,520	7,613	7,625	7,463	7,760	7,540	7,536	7,495	7,506	7,498	7,448	7,442	7,559	8,072	8,169
Average Speed (mph)	18	16	16	15	16	14	15	6	9	9	15	10	10	16	16	15	14	8
Average Speed (kph)	30	25	26	24	26	23	25	9	14	14	25	17	17	25	25	22	22	14
Total vehicles difference to Ref		903	64	66	160	171	10	306	87	82	42	52	45	-6	-12	105	619	715

PM PEAK Hour	2018 Base	2026 Ref	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7	Option7a	Option7b	Option 8	Option8a	Option8b	Option 9	Option10	Option11	Option11a
Total Vehicles	6,916	7,505	7,561	7,545	7,598	7,599	7,505	6,849	6,626	7,707	7,498	6,751	6,389	7,558	7,538	7,508	7,662	7,499
Average Speed (mph)	16	10	12	9	12	9	10	4	7	7	12	9	9	13	12	11	10	10
Average Speed (kph)	25	17	20	15	20	15	16	7	11	12	19	14	14	20	19	17	16	16
Total vehicles difference to Ref		588	56	40	93	95	0	-656	-878	203	-6	-754	-1,116	54	33	3	157	-5

Base/Reference	
Better/Same performance as Ref	
Worse performance than Ref	
Worse performance than Ref & Less vehicles	






Key: Difference in Queue Length (m) Compared to 2026 Reference

- 123 Decreased Queue Length
- 123 Increased Queue Length

Key: Journey Time Change (sec)

- Shorter Journey Time
- Little / No Difference
- Journey Time (Decrease) / Increase (sec)

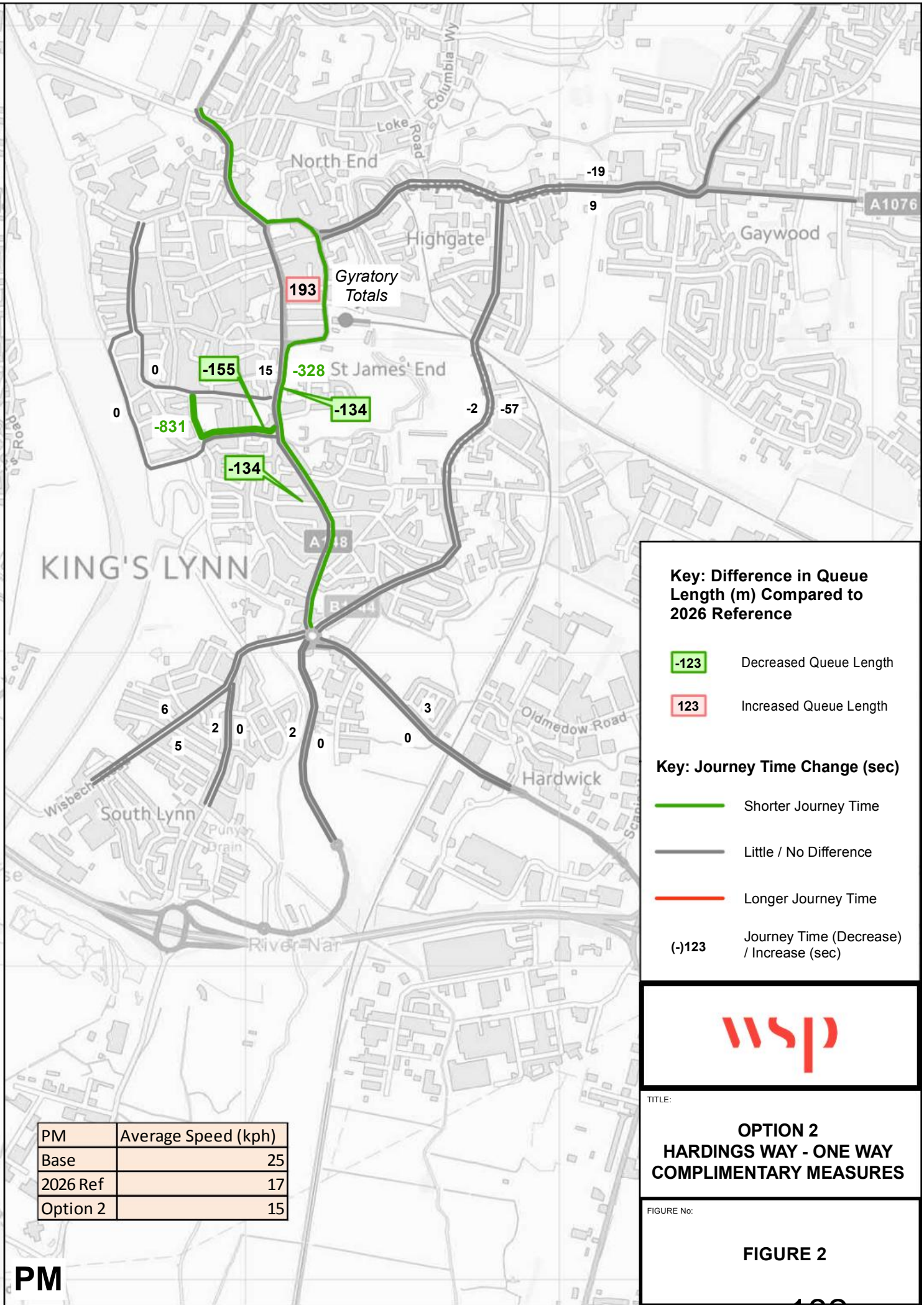
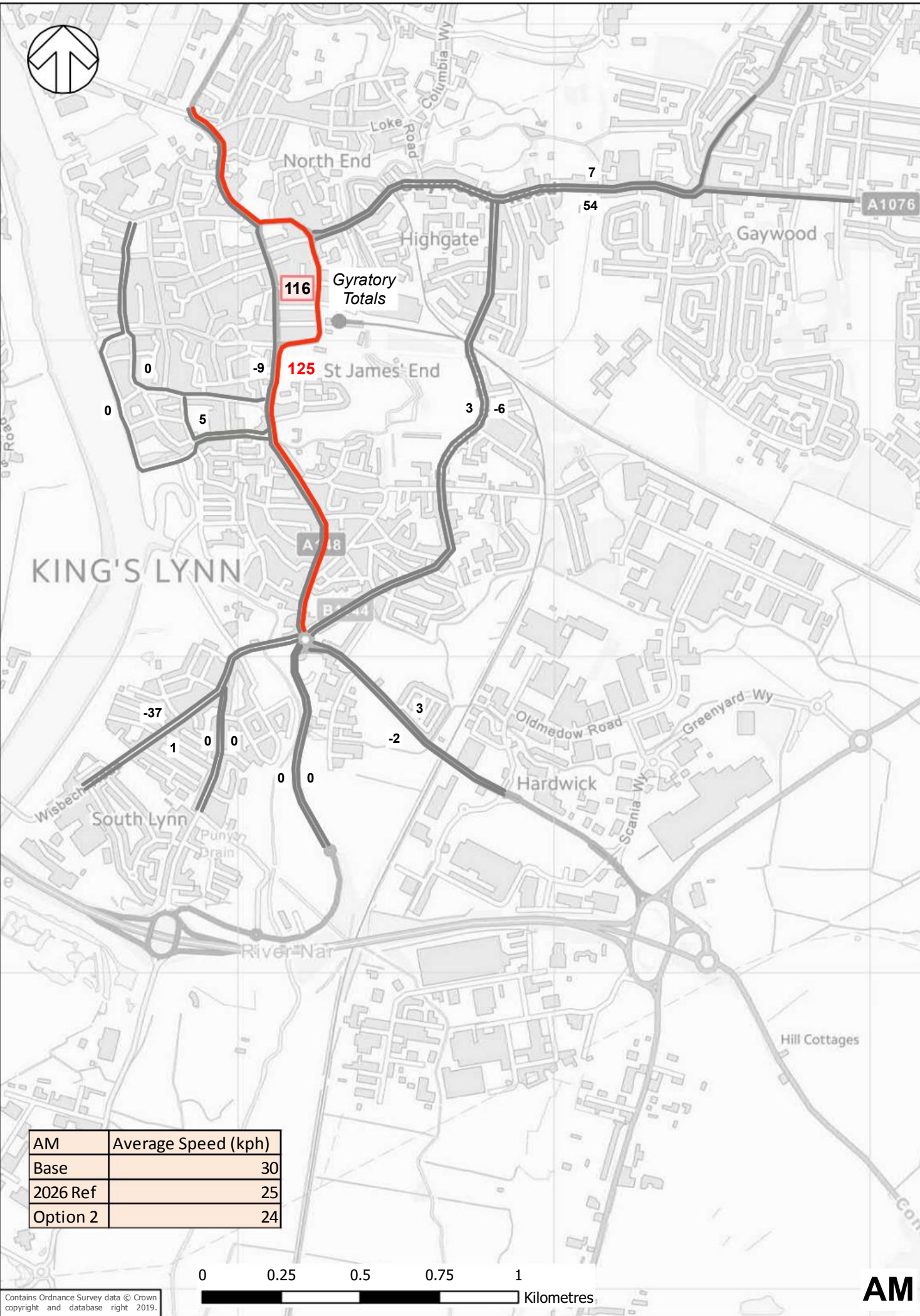


TITLE:

**OPTION 1
HARDINGS WAY
ONE WAY**

FIGURE No:

FIGURE 1



AM	Average Speed (kph)
Base	30
2026 Ref	25
Option 2	24

PM	Average Speed (kph)
Base	25
2026 Ref	17
Option 2	15

Key: Difference in Queue Length (m) Compared to 2026 Reference

- 123 Decreased Queue Length
- 123 Increased Queue Length

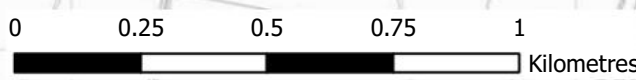
Key: Journey Time Change (sec)

- Shorter Journey Time
- Little / No Difference
- Longer Journey Time
- Journey Time (Decrease) / Increase (sec)



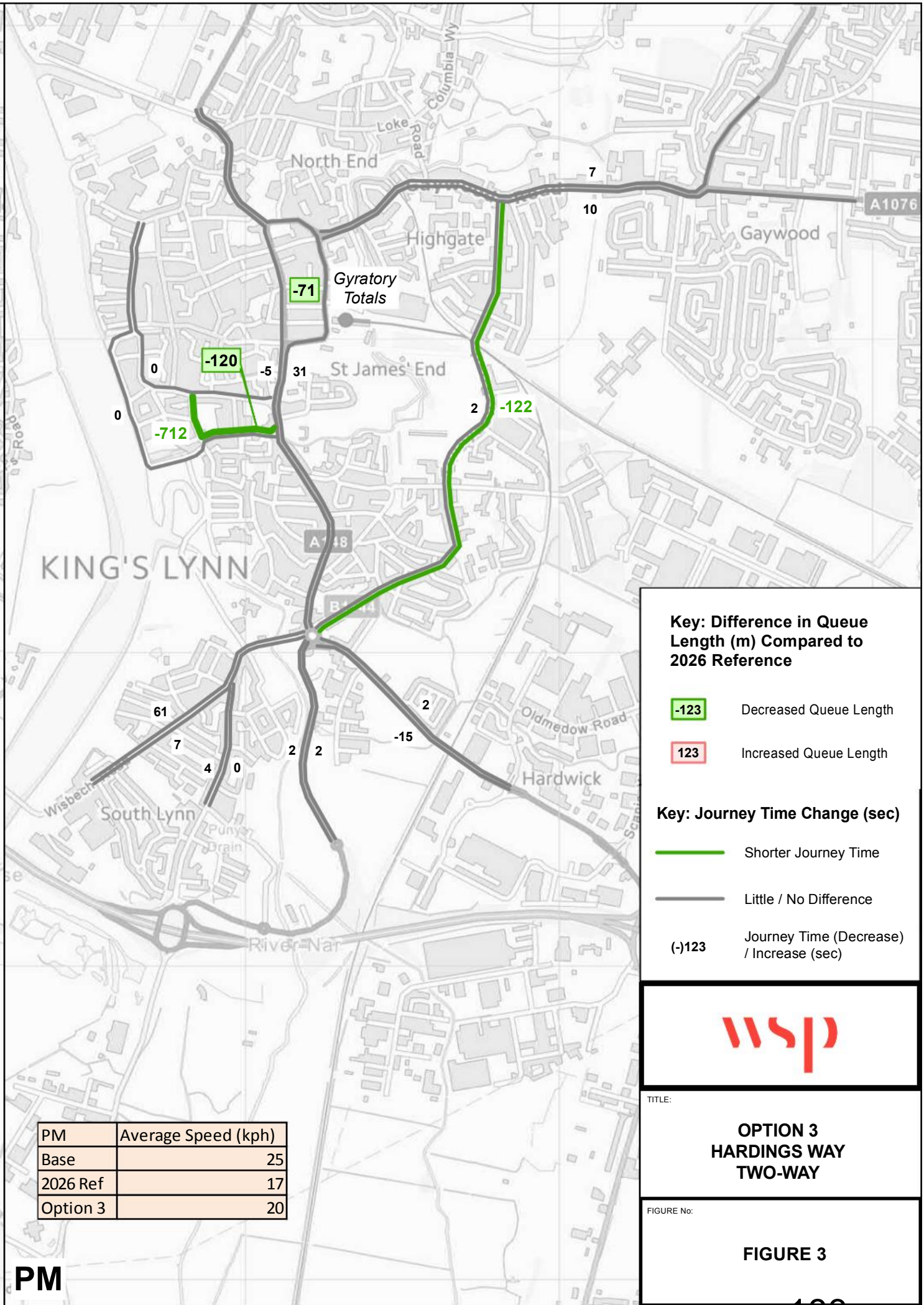
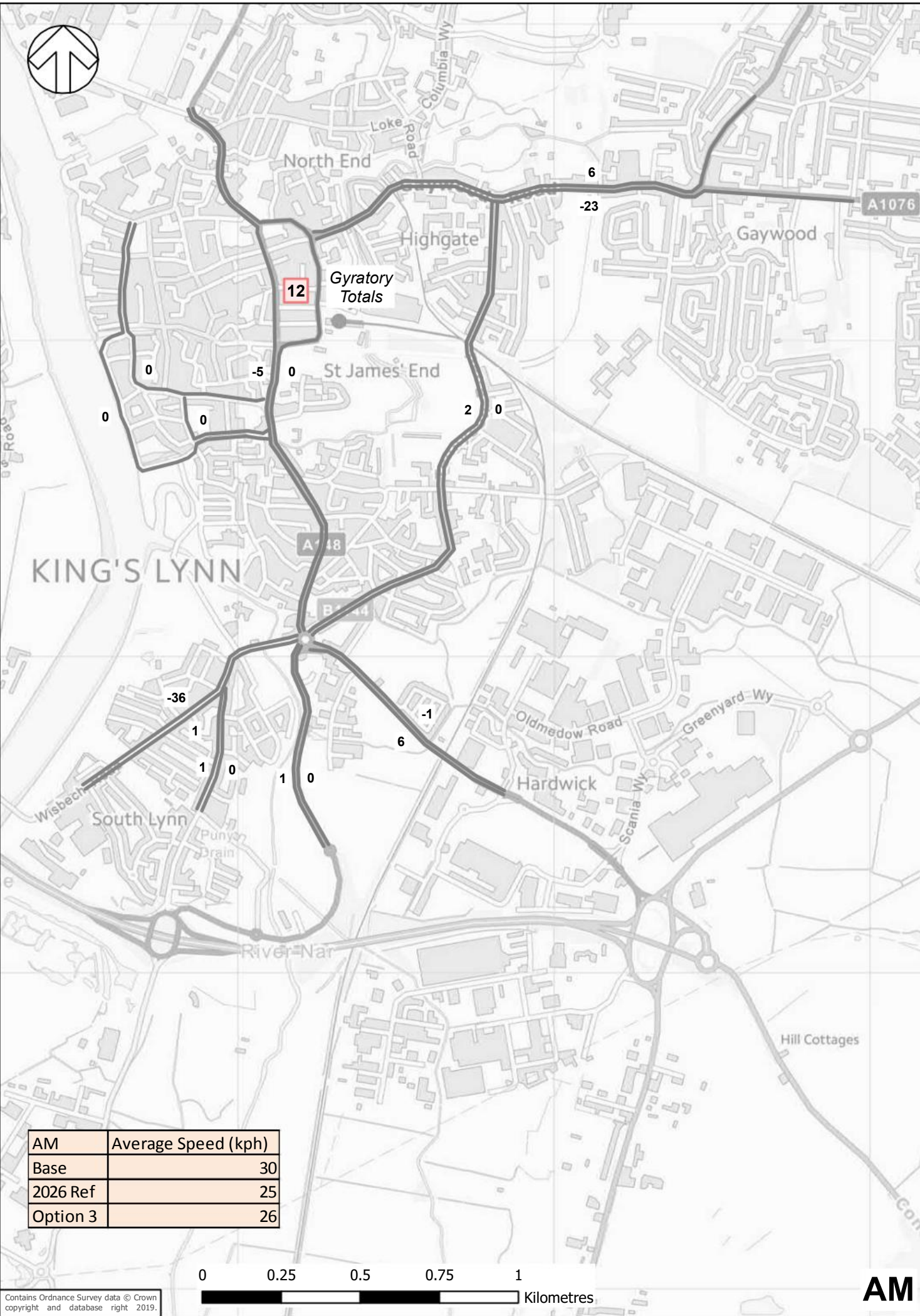
TITLE:
**OPTION 2
 HARDINGS WAY - ONE WAY
 COMPLIMENTARY MEASURES**

FIGURE No:
FIGURE 2



AM PM

Contains Ordnance Survey data © Crown copyright and database right 2019.



Key: Difference in Queue Length (m) Compared to 2026 Reference

- 123 Decreased Queue Length
- 123 Increased Queue Length

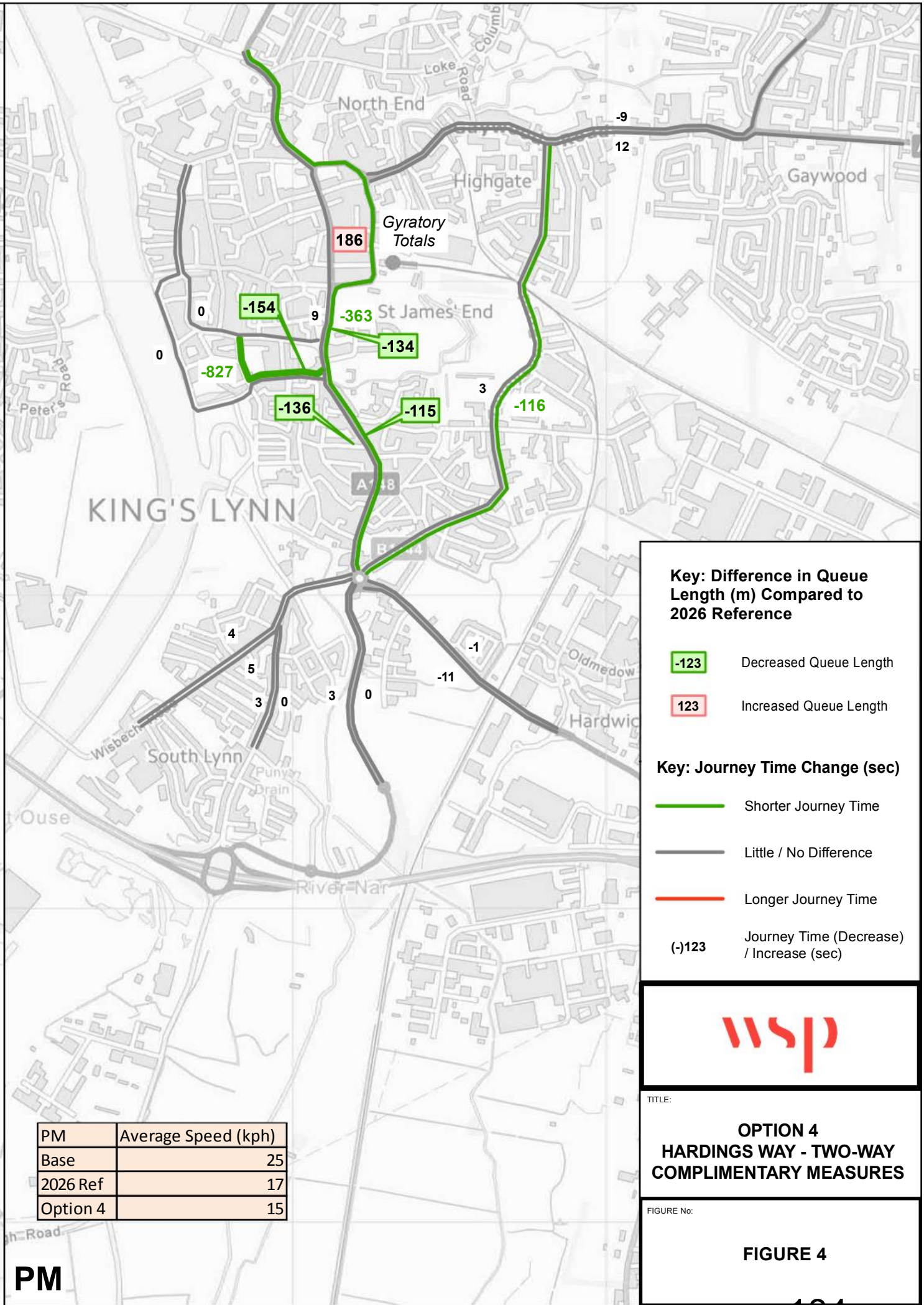
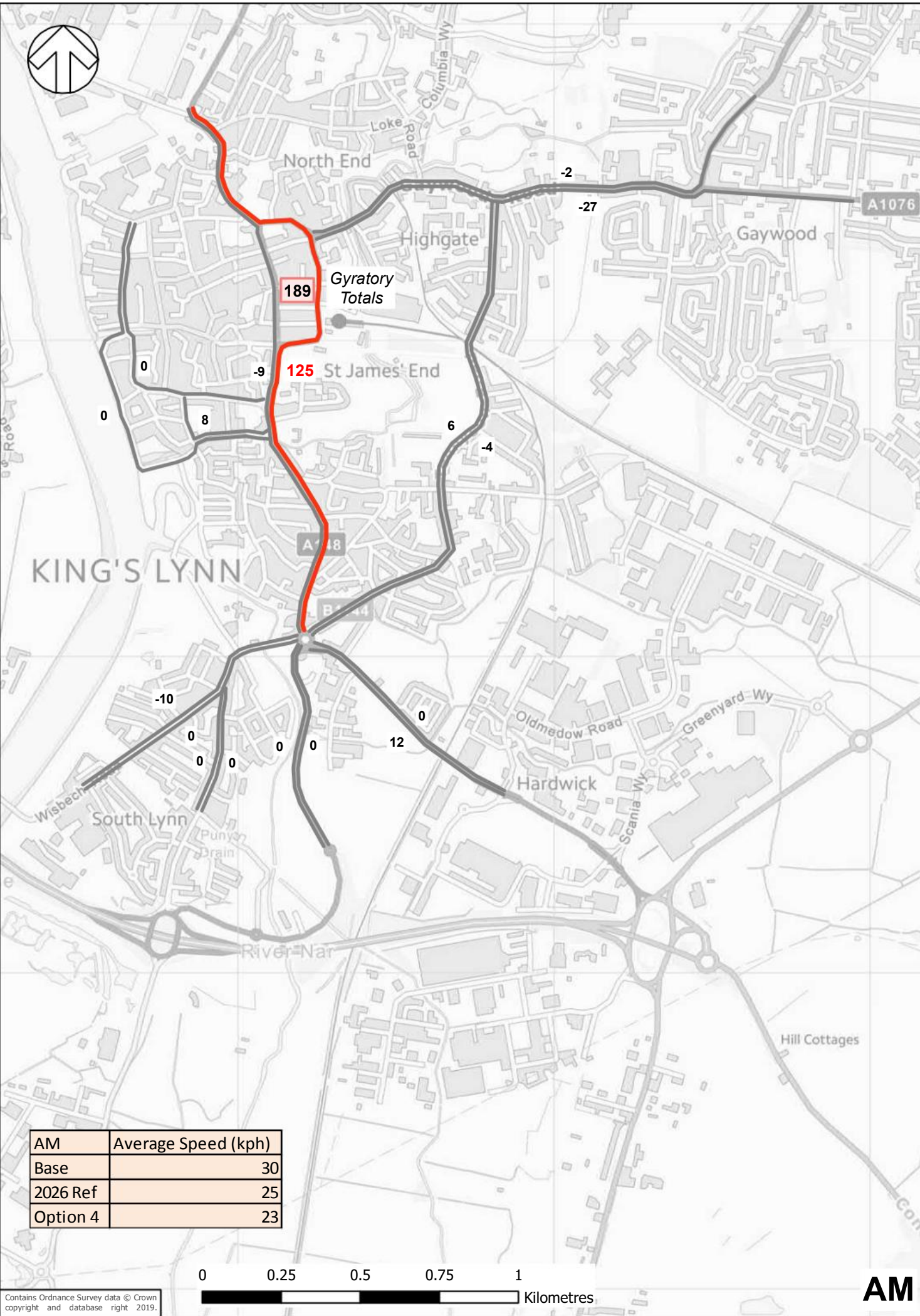
Key: Journey Time Change (sec)

- Shorter Journey Time
- Little / No Difference
- Journey Time (Decrease) / Increase (sec)



TITLE:
**OPTION 3
 HARDINGS WAY
 TWO-WAY**

FIGURE No:
FIGURE 3



Key: Difference in Queue Length (m) Compared to 2026 Reference

- 123 Decreased Queue Length
- 123 Increased Queue Length

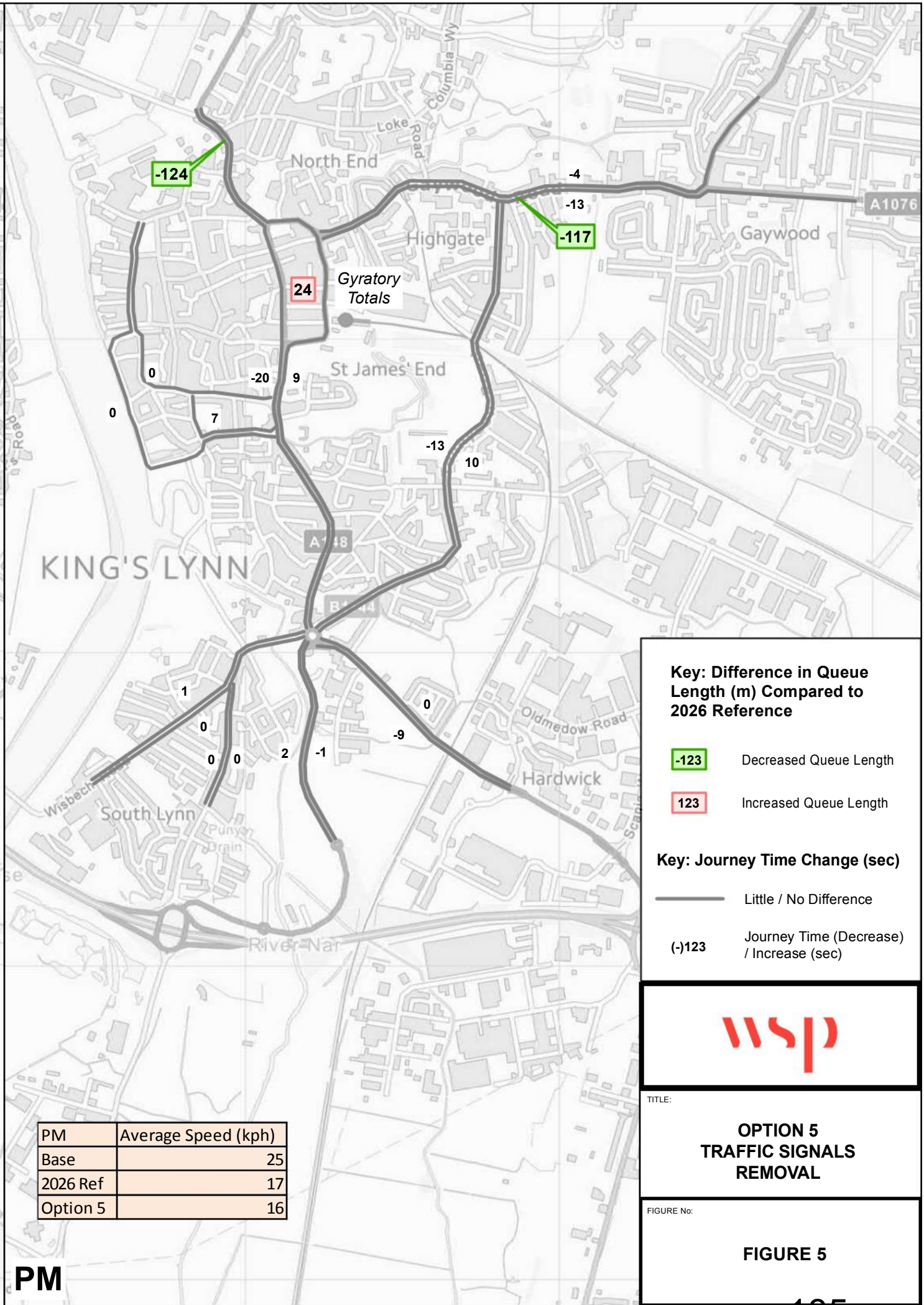
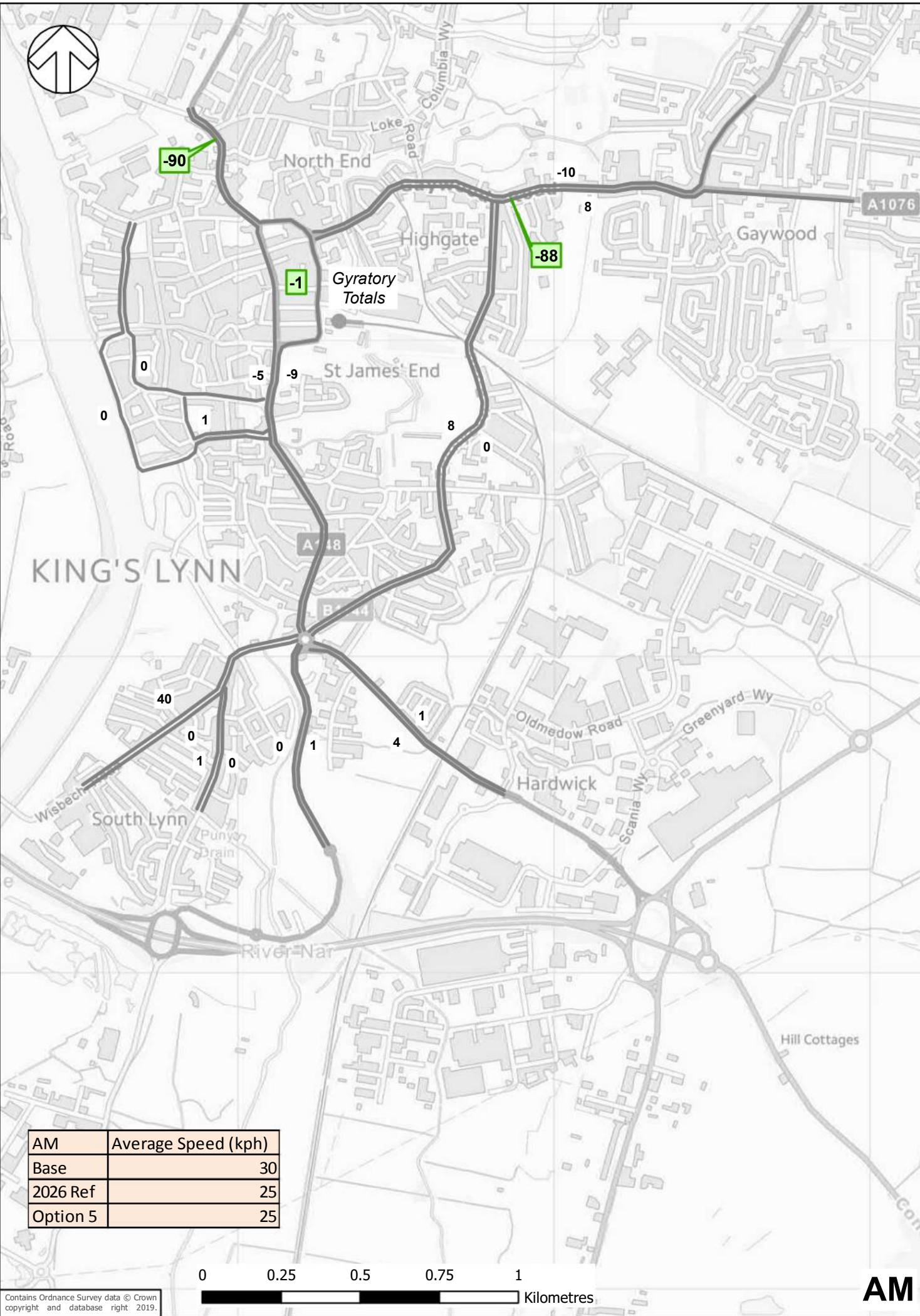
Key: Journey Time Change (sec)

- Shorter Journey Time
- Little / No Difference
- Longer Journey Time
- Journey Time (Decrease) / Increase (sec)



TITLE:
**OPTION 4
 HARDINGS WAY - TWO-WAY
 COMPLIMENTARY MEASURES**

FIGURE No:
FIGURE 4



AM	Average Speed (kph)
Base	30
2026 Ref	25
Option 5	25

PM	Average Speed (kph)
Base	25
2026 Ref	17
Option 5	16

Key: Difference in Queue Length (m) Compared to 2026 Reference

- 123 Decreased Queue Length
- 123 Increased Queue Length

Key: Journey Time Change (sec)

- Little / No Difference
- (-)123 Journey Time (Decrease) / Increase (sec)



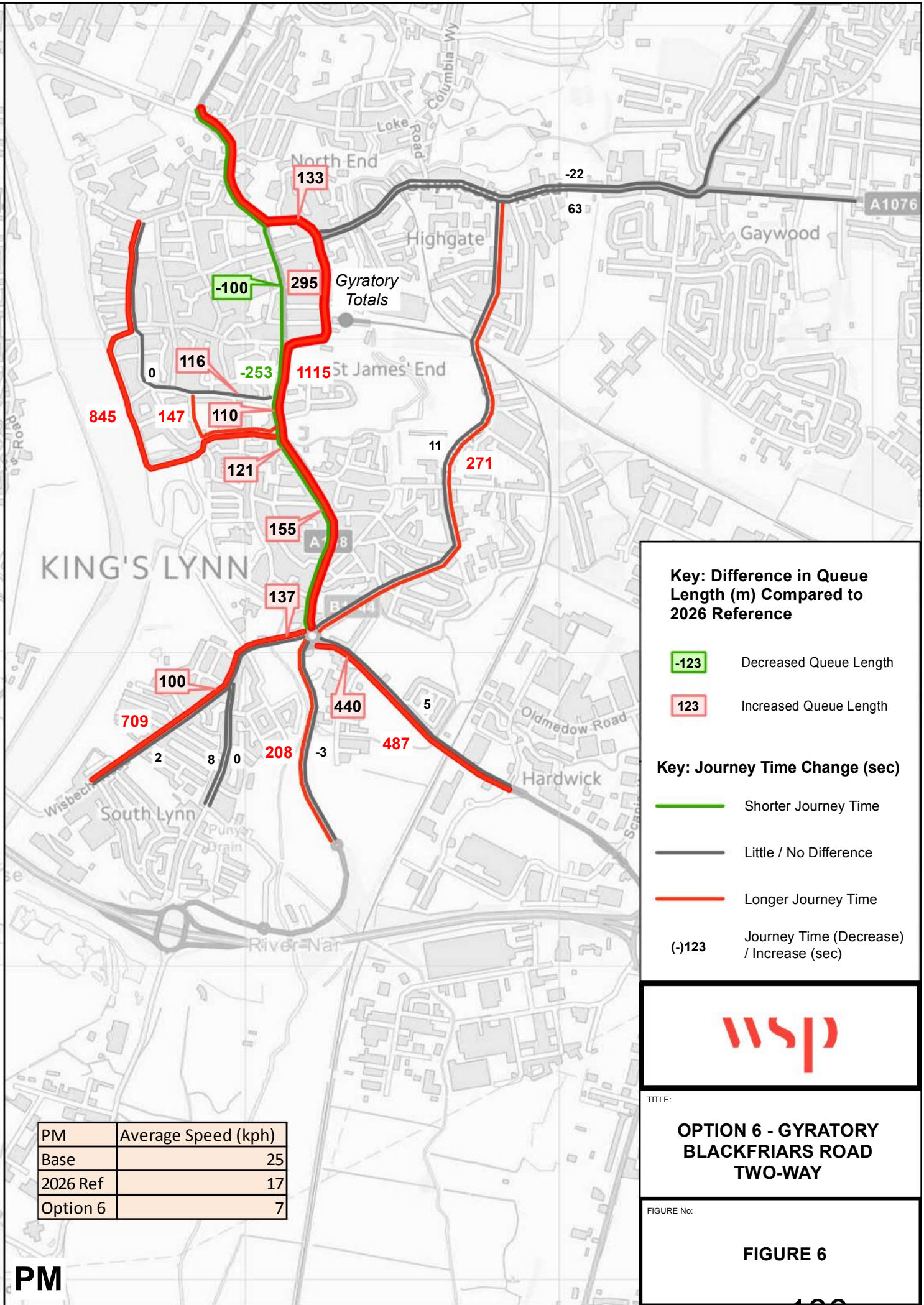
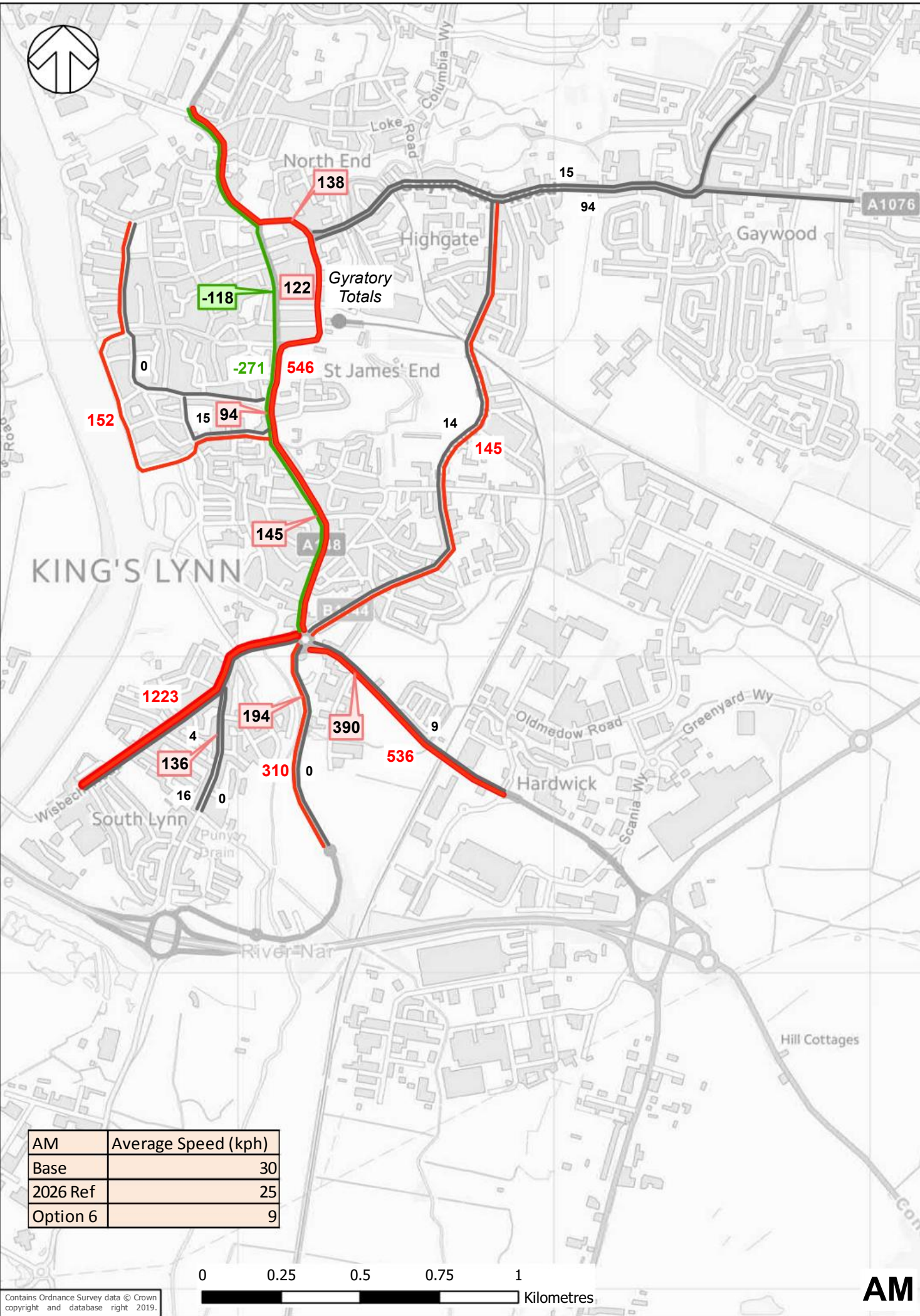
TITLE:
**OPTION 5
 TRAFFIC SIGNALS
 REMOVAL**

FIGURE No:
FIGURE 5



AM PM

Contains Ordnance Survey data © Crown copyright and database right 2019.



Key: Difference in Queue Length (m) Compared to 2026 Reference

- 123 Decreased Queue Length
- 123 Increased Queue Length

Key: Journey Time Change (sec)

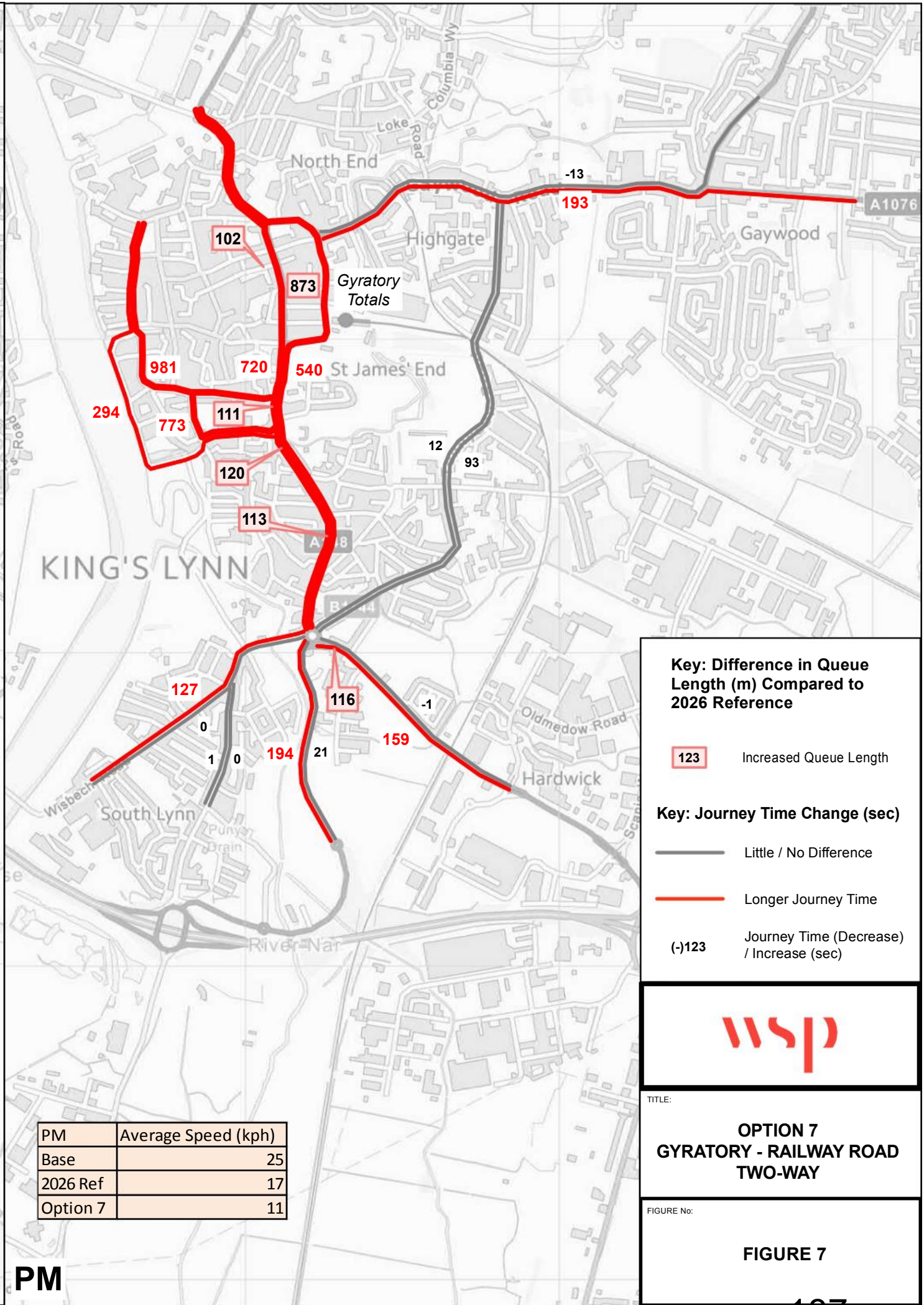
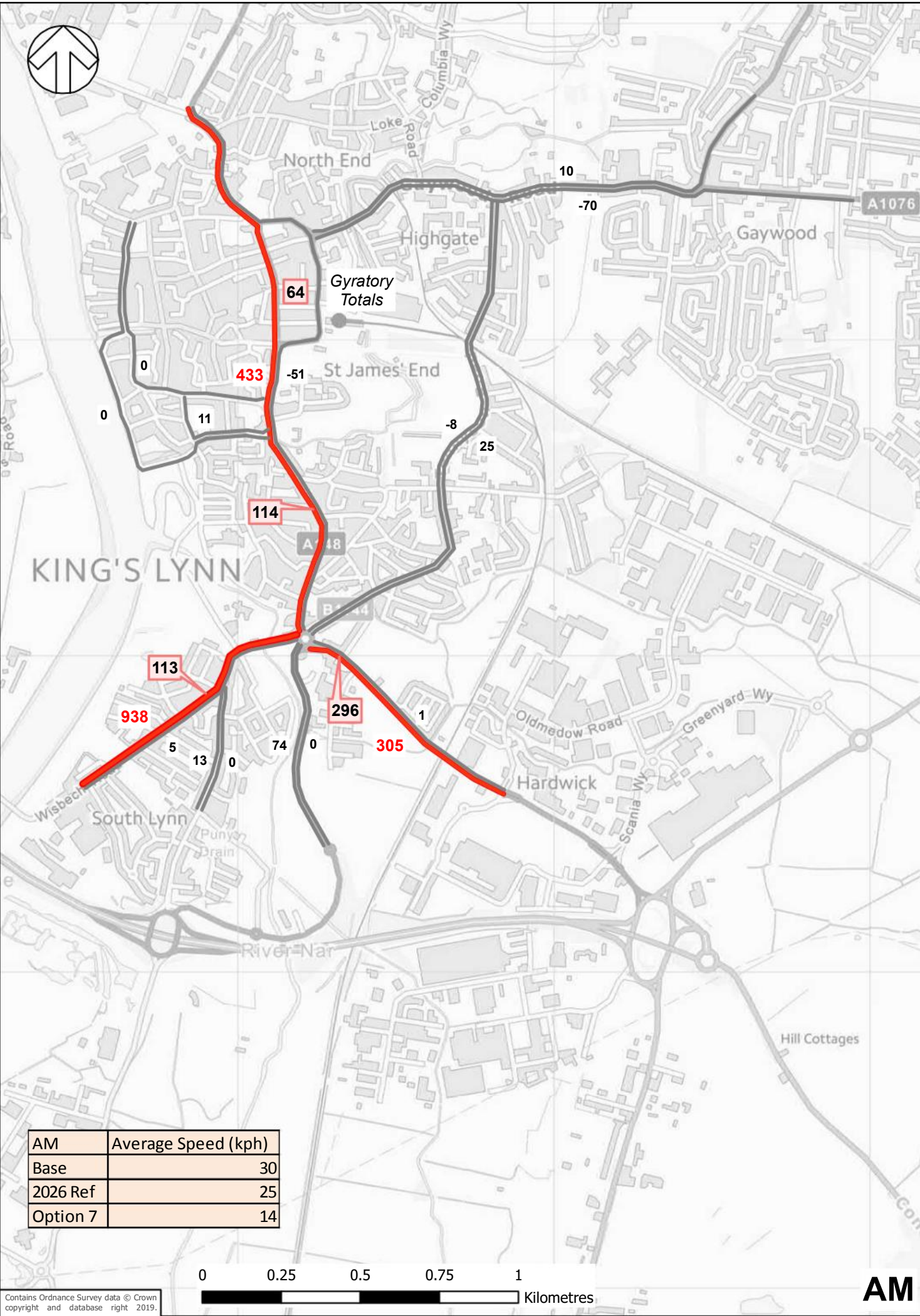
- Shorter Journey Time
- Little / No Difference
- Longer Journey Time

(-)/123 Journey Time (Decrease) / Increase (sec)



TITLE:
**OPTION 6 - GYRATORY
 BLACKFRIARS ROAD
 TWO-WAY**

FIGURE No:
FIGURE 6



Key: Difference in Queue Length (m) Compared to 2026 Reference

123 Increased Queue Length

Key: Journey Time Change (sec)

— Little / No Difference

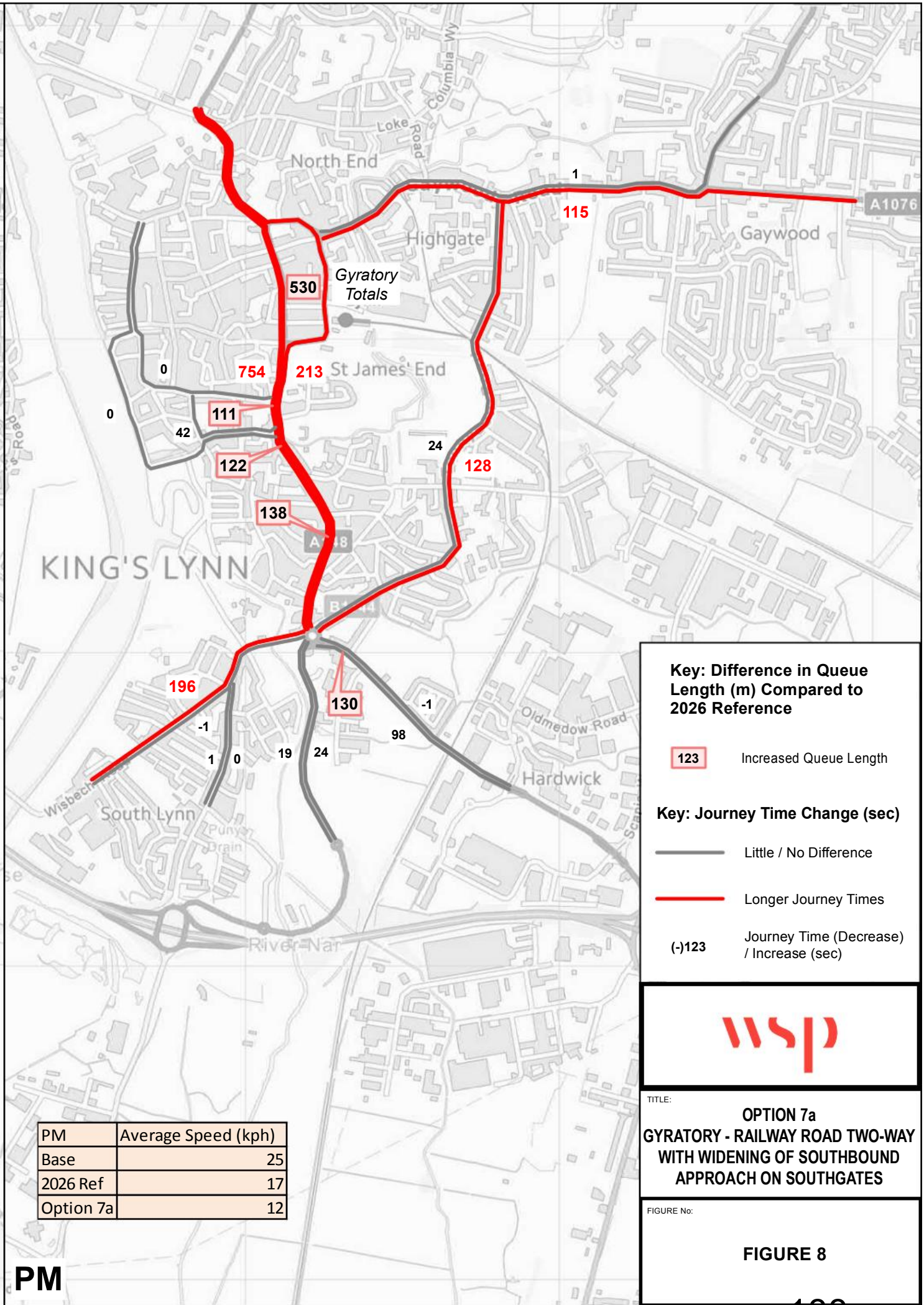
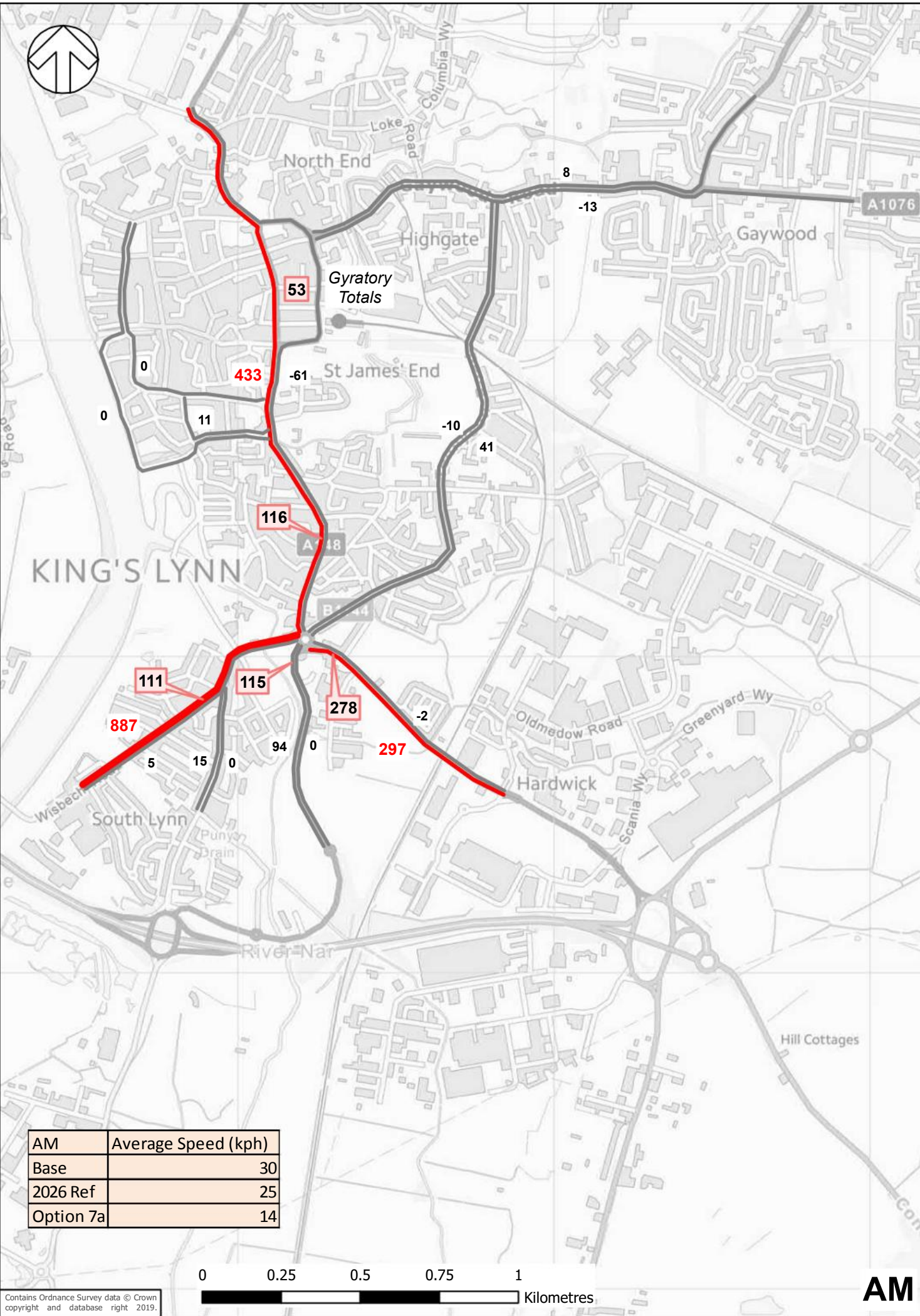
— Longer Journey Time

(-)123 Journey Time (Decrease) / Increase (sec)



TITLE:
**OPTION 7
 GYRATORY - RAILWAY ROAD
 TWO-WAY**

FIGURE No:
FIGURE 7



Key: Difference in Queue Length (m) Compared to 2026 Reference

123 Increased Queue Length

Key: Journey Time Change (sec)

— Little / No Difference

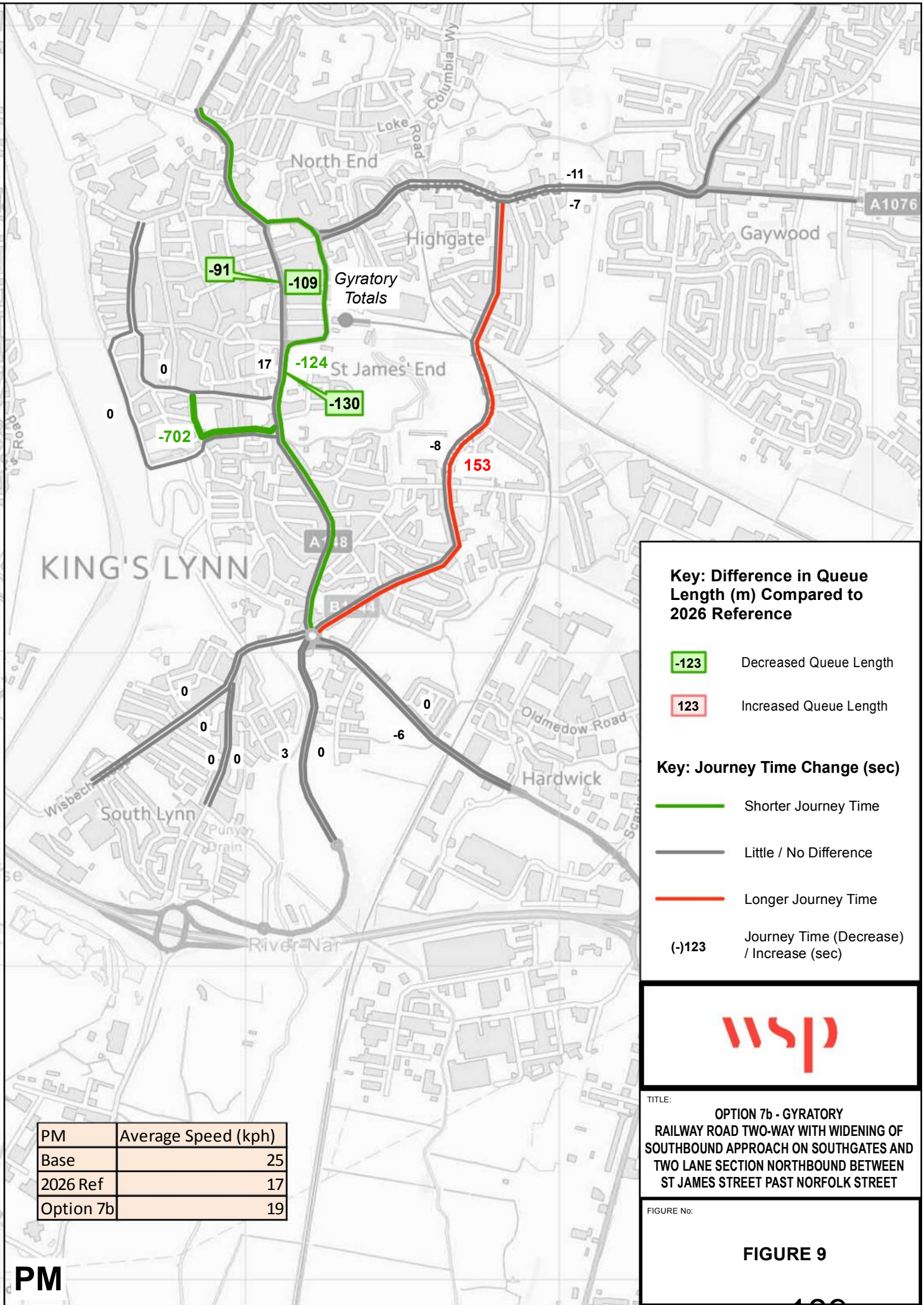
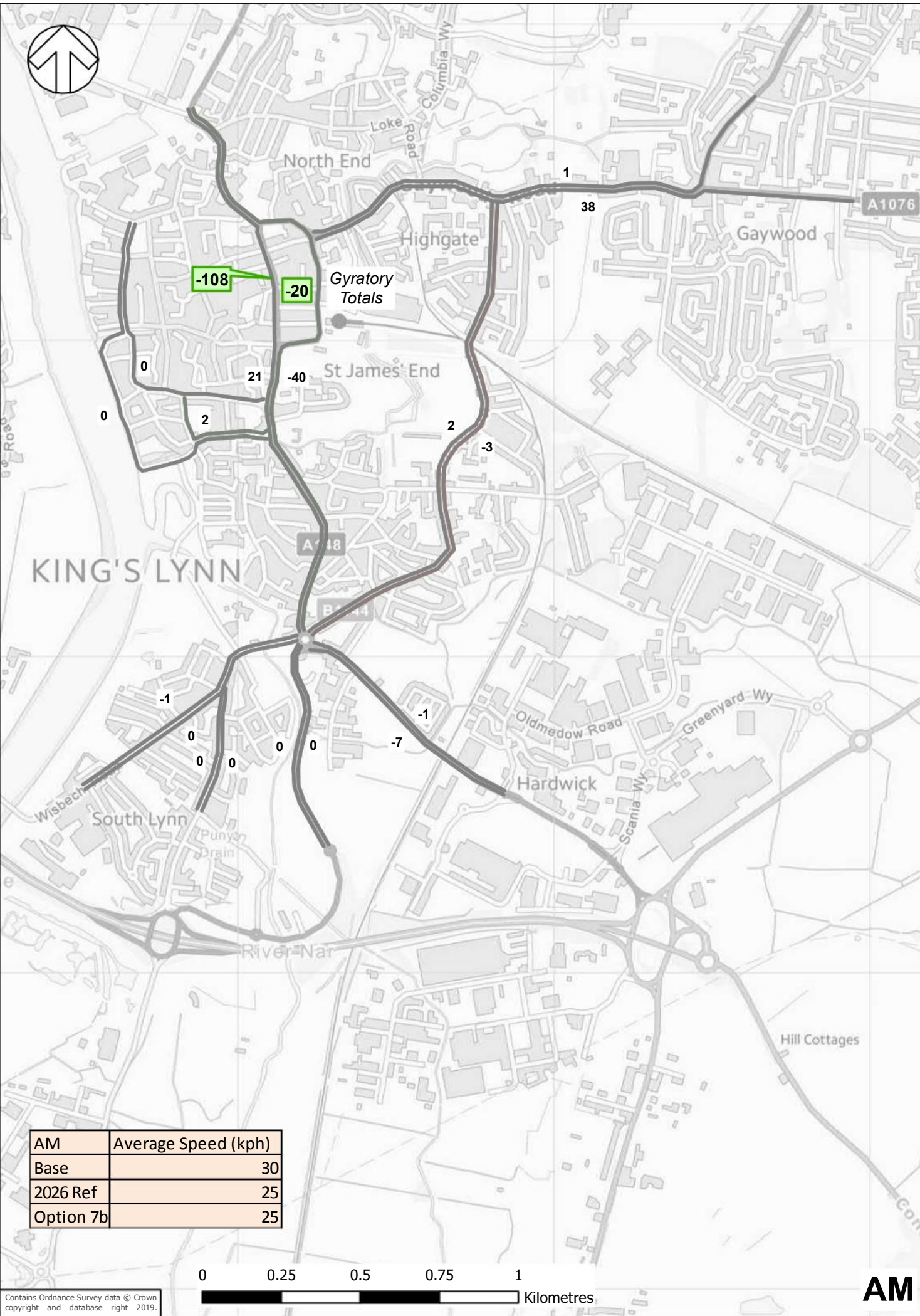
— Longer Journey Times

(-)123 Journey Time (Decrease) / Increase (sec)



TITLE: **OPTION 7a
 GYRATORY - RAILWAY ROAD TWO-WAY
 WITH WIDENING OF SOUTHBOUND
 APPROACH ON SOUTHGATES**

FIGURE No: **FIGURE 8**



Key: Difference in Queue Length (m) Compared to 2026 Reference

- 123 Decreased Queue Length
- 123 Increased Queue Length

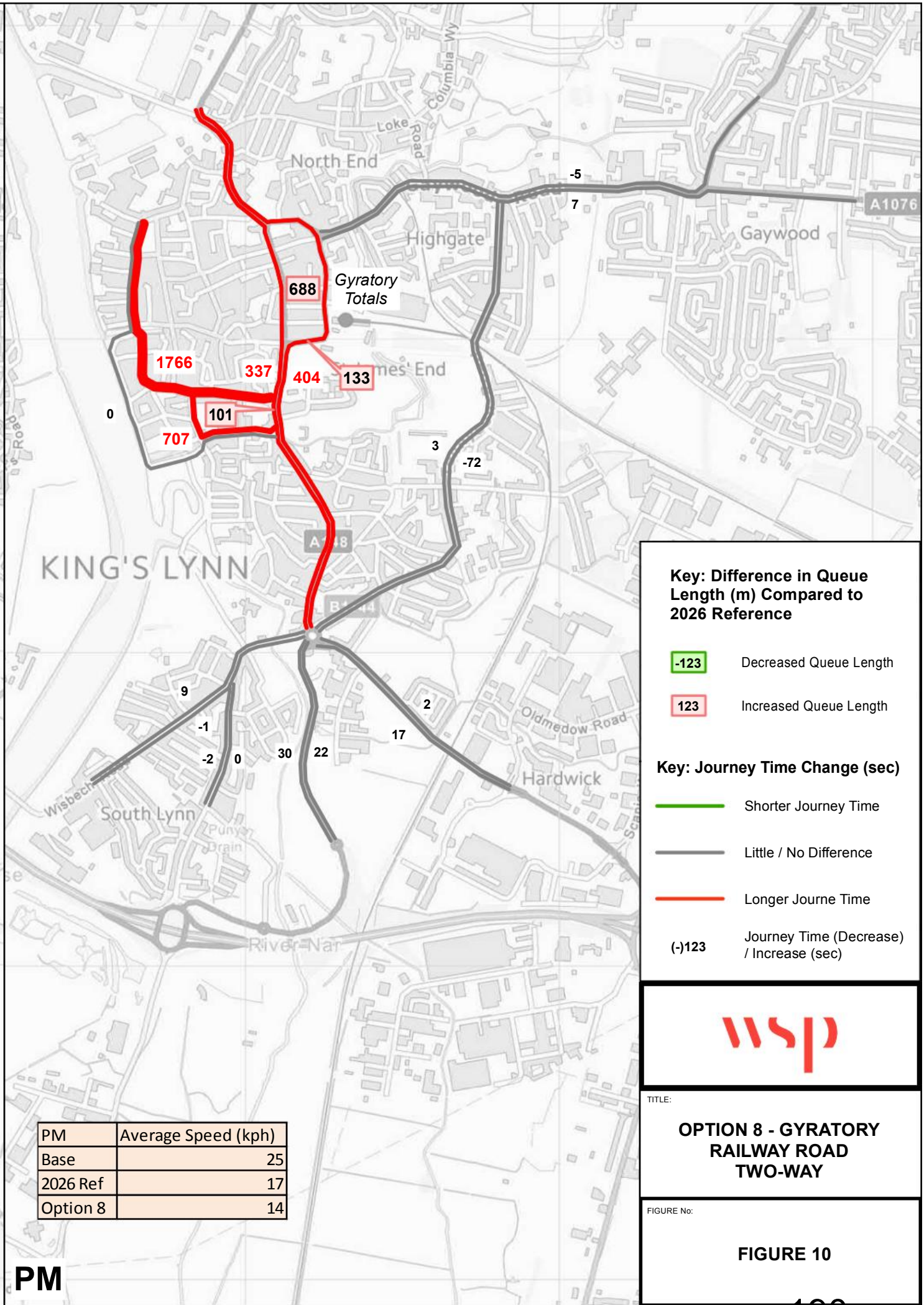
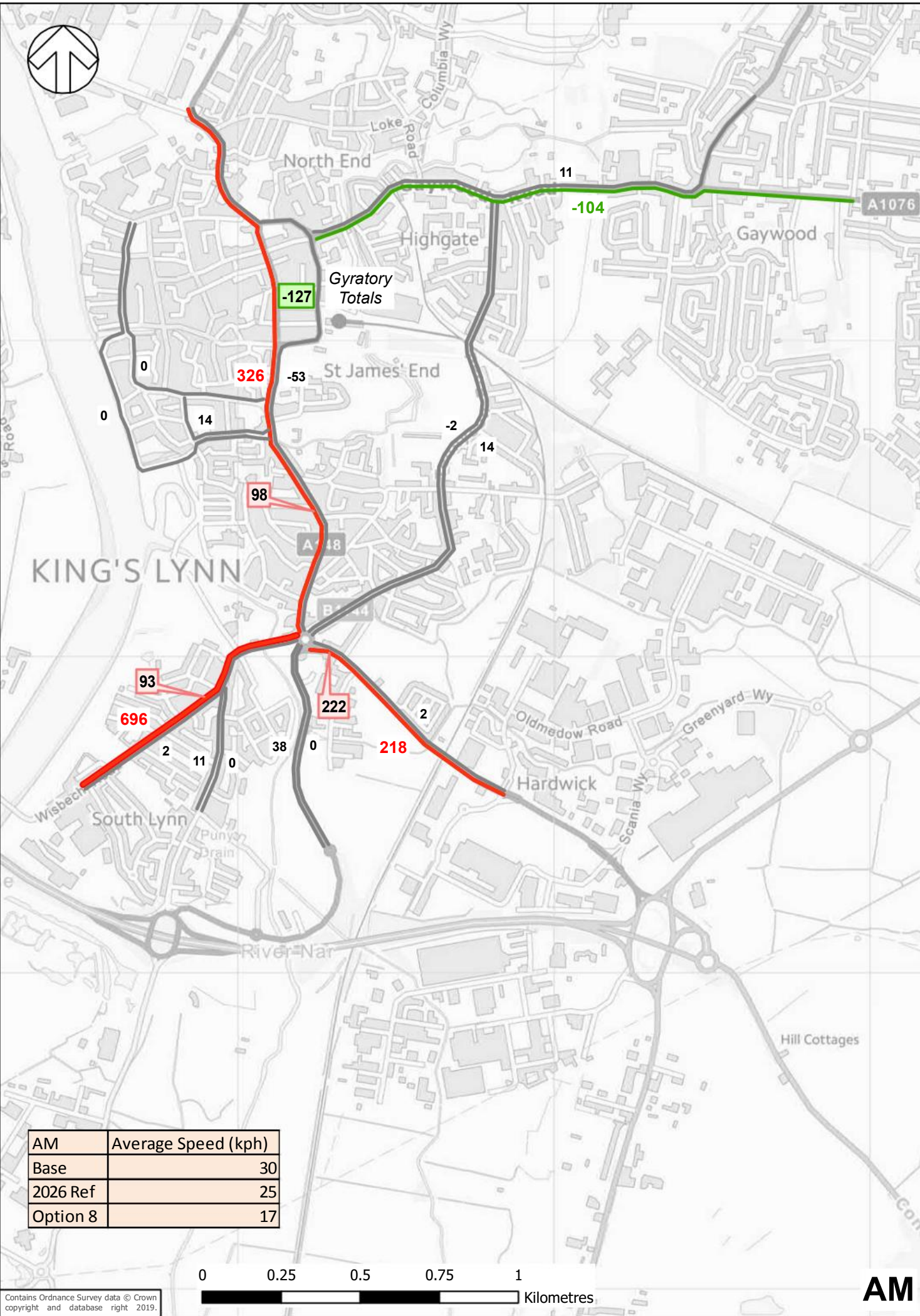
Key: Journey Time Change (sec)

- Shorter Journey Time
- Little / No Difference
- Longer Journey Time
- Journey Time (Decrease) / Increase (sec)



TITLE: **OPTION 7b - GYRATORY RAILWAY ROAD TWO-WAY WITH WIDENING OF SOUTHBOUND APPROACH ON SOUTHGATES AND TWO LANE SECTION NORTHBOUND BETWEEN ST JAMES STREET PAST NORFOLK STREET**

FIGURE No: **FIGURE 9**



Key: Difference in Queue Length (m) Compared to 2026 Reference

- 123 Decreased Queue Length
- 123 Increased Queue Length

Key: Journey Time Change (sec)

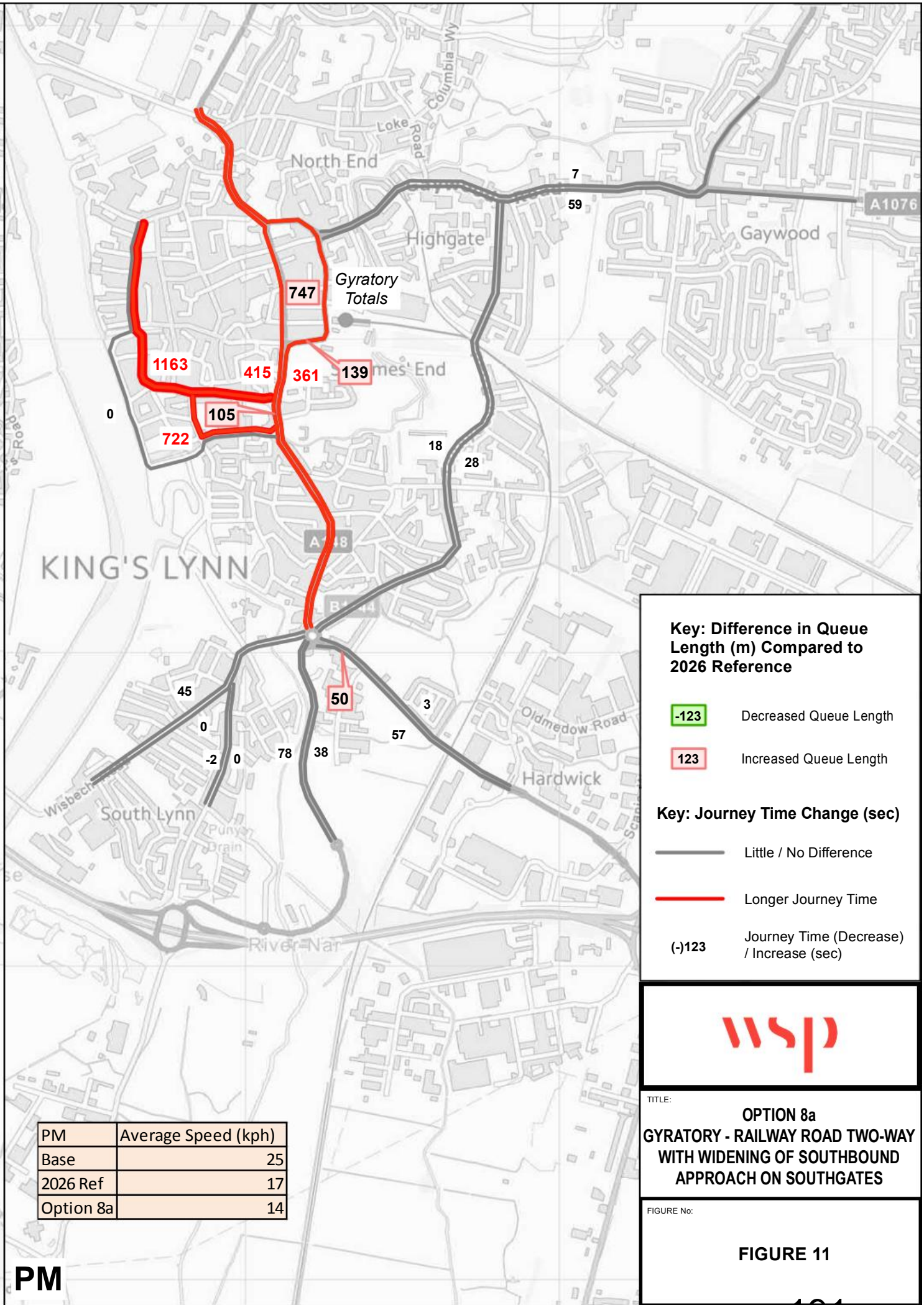
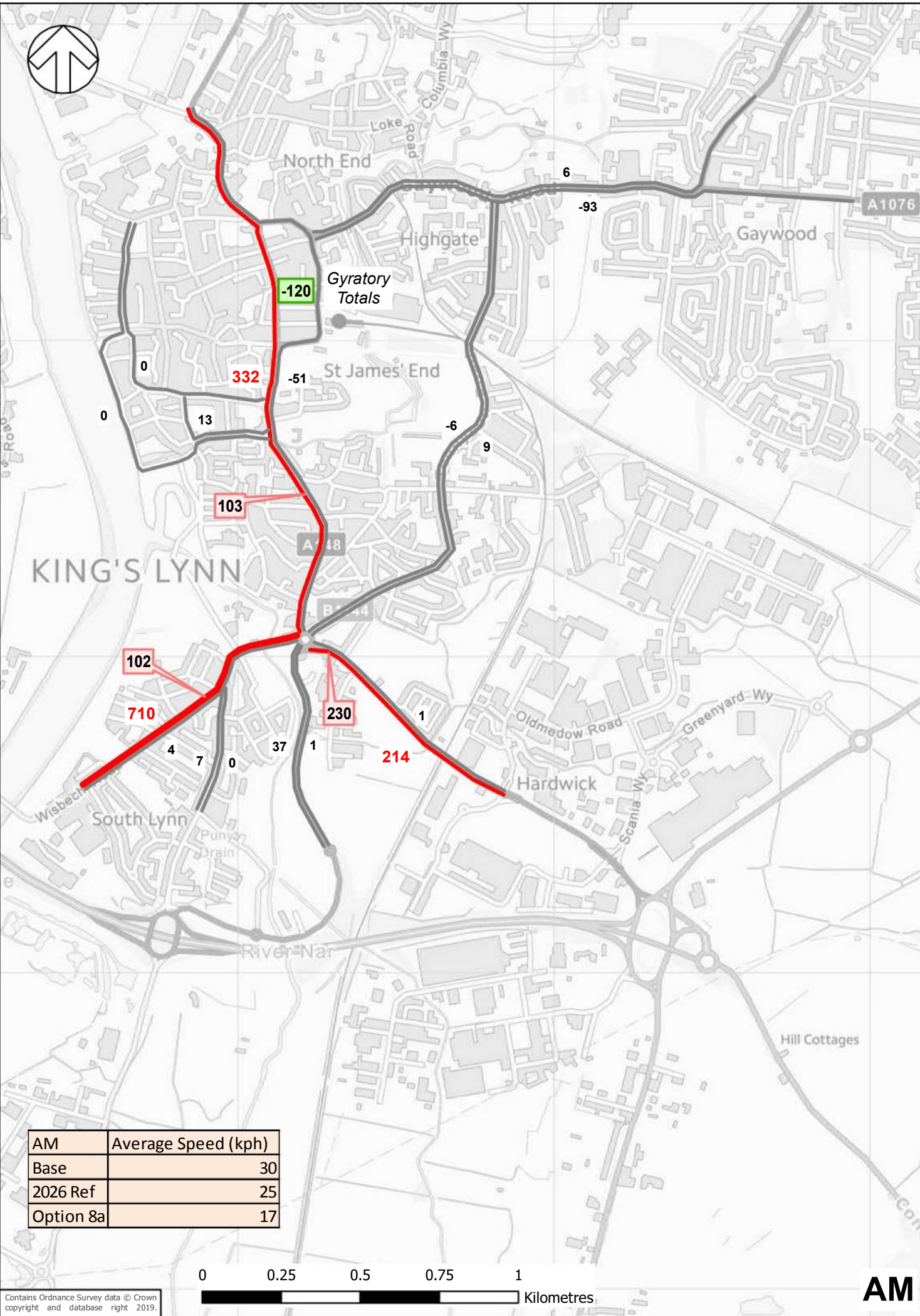
- Shorter Journey Time
- Little / No Difference
- Longer Journey Time

(-)123 Journey Time (Decrease) / Increase (sec)



TITLE:
OPTION 8 - GYRATORY RAILWAY ROAD TWO-WAY

FIGURE No:
FIGURE 10



Key: Difference in Queue Length (m) Compared to 2026 Reference

-123 Decreased Queue Length

123 Increased Queue Length

Key: Journey Time Change (sec)

— Little / No Difference

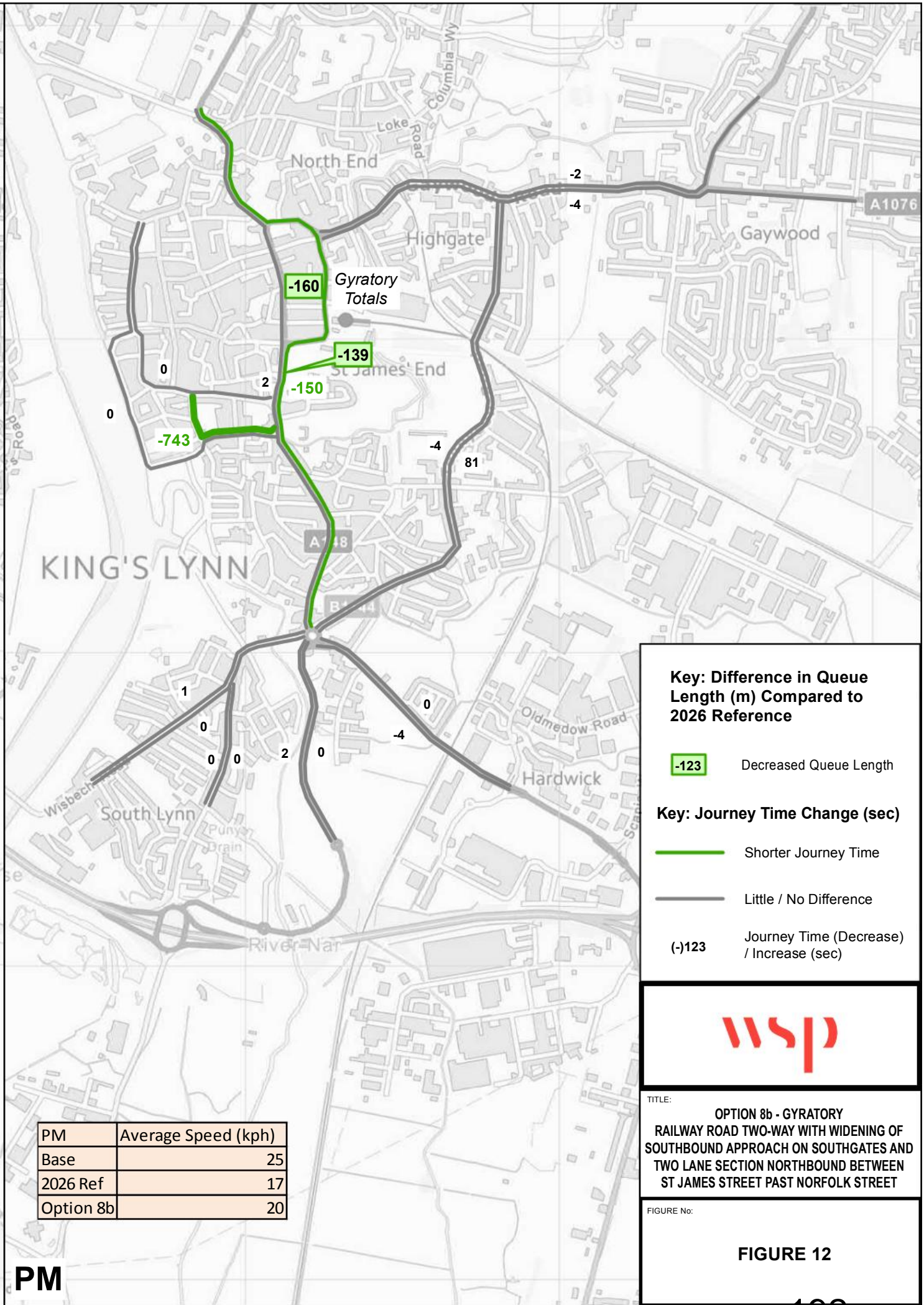
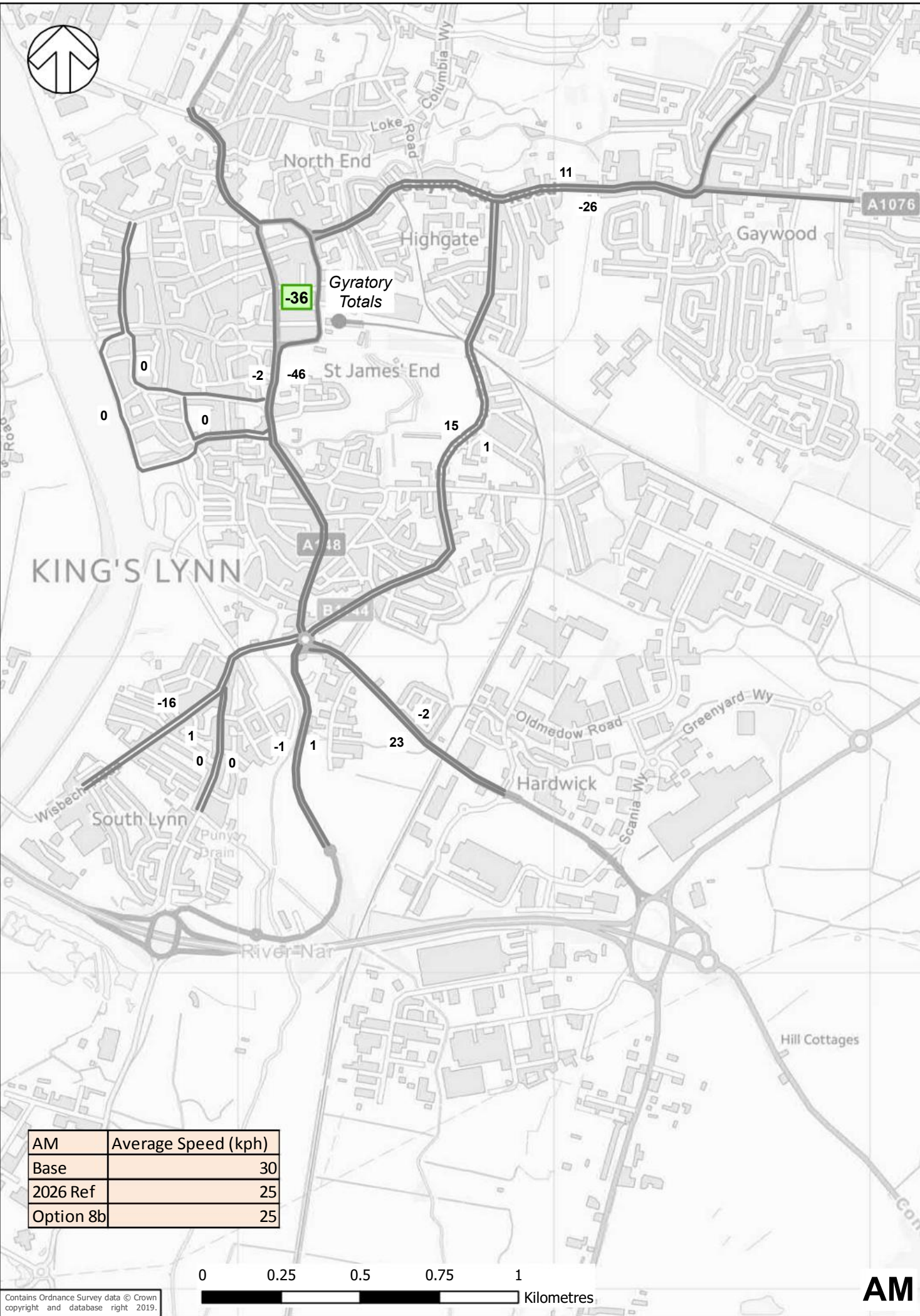
— Longer Journey Time

(-)123 Journey Time (Decrease) / Increase (sec)



TITLE: **OPTION 8a
 GYRATORY - RAILWAY ROAD TWO-WAY
 WITH WIDENING OF SOUTHBOUND
 APPROACH ON SOUTHGATES**

FIGURE No: **FIGURE 11**



Key: Difference in Queue Length (m) Compared to 2026 Reference

-123 Decreased Queue Length

Key: Journey Time Change (sec)

Shorter Journey Time

Little / No Difference

Journey Time (Decrease) / Increase (sec)



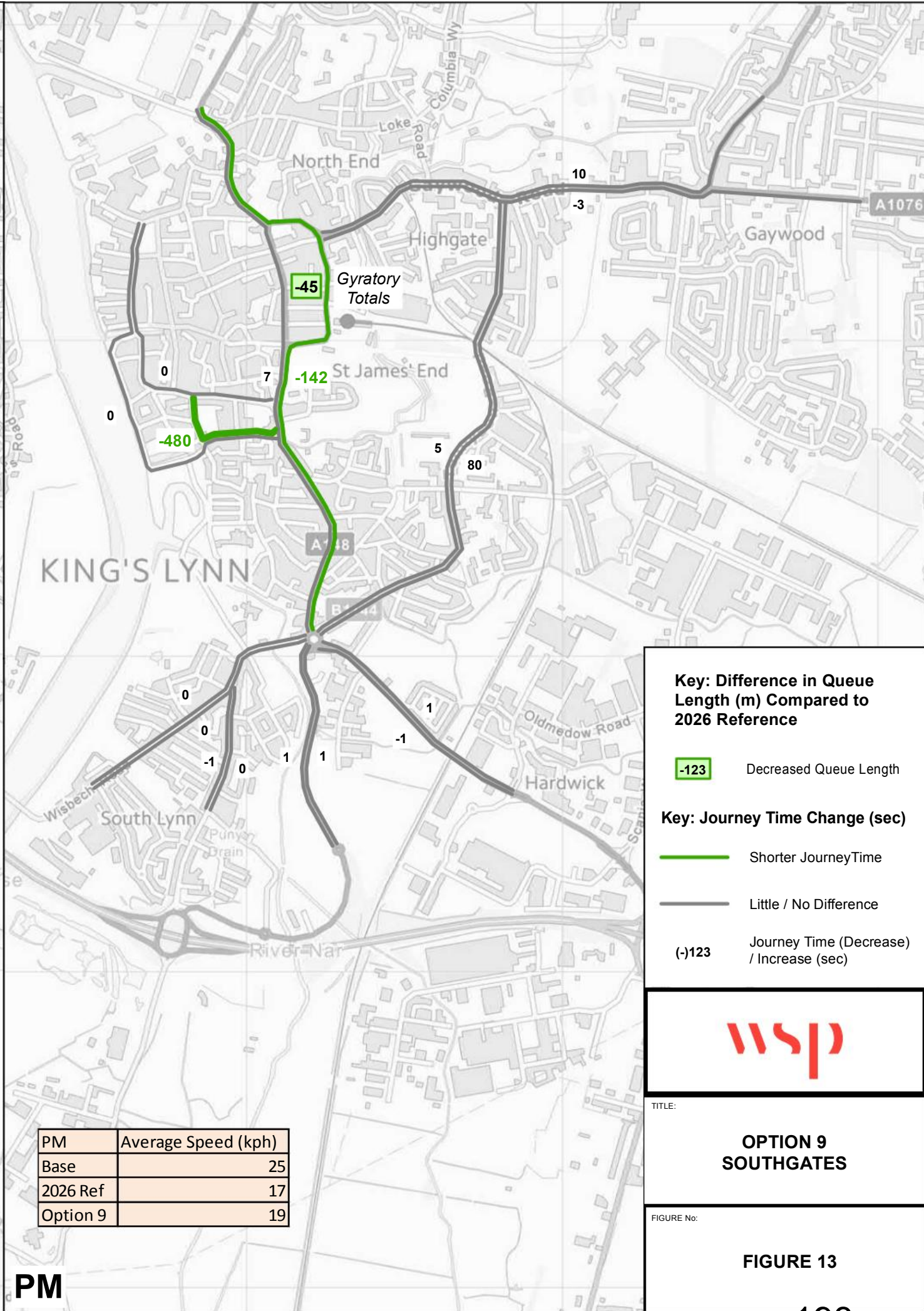
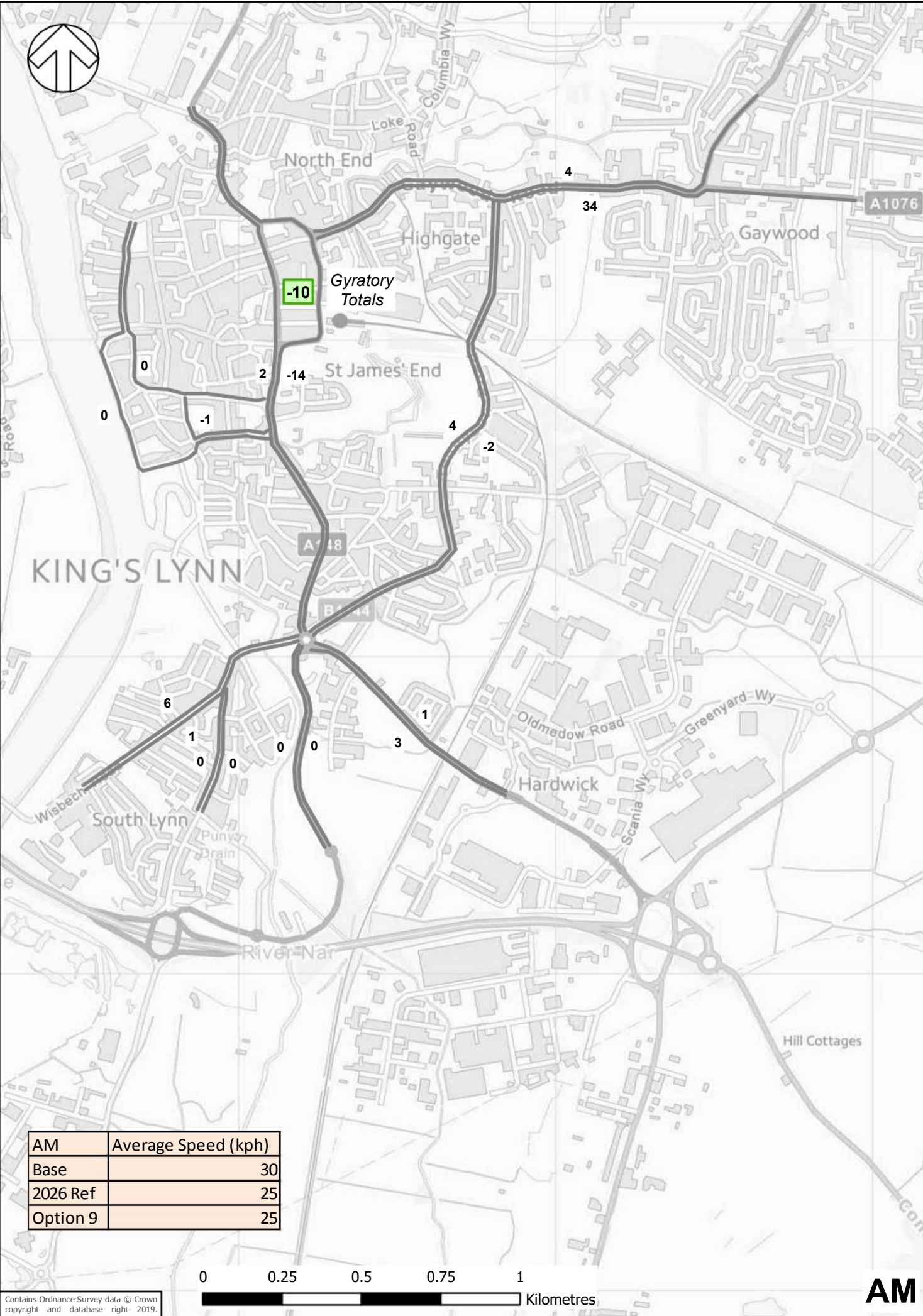
TITLE: **OPTION 8b - GYRATORY RAILWAY ROAD TWO-WAY WITH WIDENING OF SOUTHBOUND APPROACH ON SOUTHGATES AND TWO LANE SECTION NORTHBOUND BETWEEN ST JAMES STREET PAST NORFOLK STREET**

FIGURE No: **FIGURE 12**

Contains Ordnance Survey data © Crown copyright and database right 2019.



AM PM



Key: Difference in Queue Length (m) Compared to 2026 Reference

-123 Decreased Queue Length

Key: Journey Time Change (sec)

Shorter JourneyTime

Little / No Difference

Journey Time (Decrease) / Increase (sec)



TITLE:

**OPTION 9
SOUTHGATES**

FIGURE No:

FIGURE 13

Contains Ordnance Survey data © Crown copyright and database right 2019.

Appendix D

EXCLUDED SCHEMES (STAGE 2 TO
STAGE 3)



Reference	Theme	Timescale	Option	Reason for not including in Overall Strategy
1.14	Bus	Short	Bus priority at traffic signals using bus detector equipment	Combined and included as STS9
4.1	Active travel	Short	Cycle Route around historic quayside	Combined and included as SAM5
5.5	Traffic Signals	Short	Traffic signal optimisation and right turn arrow into Millfleet from London Road	This will be included in the traffic signal review for King's Lynn as STS10
6.3	Highway Network	Medium	Traffic management associated with A47 congestion	Further pursuance of this will need to be as part of a wider strategy for Highways England.
6.11	Highway Network	Medium	A1076 provide new right turn lane into Queensway	Widening of road to accommodate right turn would result in loss of cycle path facilities.
6.15	Highway Network	Medium	Gaywood Road bus priority and HOV lanes and junction redesign at Loke Road	The road space available for HOV lane and impact on other road users including additional delay for buses is not feasible at this location, however it is recognised through the other measures that this location needs some congestion relief.
6.18	Highway Network	Medium	Hardwick Roundabout capacity improvements / Hardwick Interchange priority for buses	The capacity improvements at this location will be assessed as part of the West Winch housing access strategy, therefore specific priority for buses in advance of this is not currently a priority
7.1	Parking	Medium	VMS improvements for car parking	This will be captured as part of the wider Car Parking Strategy that will be undertaken.
1.20	Buses	Long	Investigate Park & Ride Scheme for King's Lynn	Will be considered as part of the car parking strategy (STM17) for King's Lynn. Park and Ride can only be successful if it is considered holistically with a town centre car parking strategy to support the level of investment required.



Unit 9, The Chase
John Tate Road, Foxholes Business Park
Hertford
SG13 7NN

wsp.com

Cabinet

Item 8

Decision making report title:	The Blue Badge (Disabled Persons) Parking Scheme
Date of meeting:	03 February 2020
Responsible Cabinet Member:	Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Director:	Tom McCabe (Executive Director, Community and Environmental Services)
Is this a key decision?	Yes

Introduction from Cabinet Member

In the biggest overhaul since the 1970's, the Blue Badge (Disabled Person's Parking) scheme was extended on 30 August 2019 to those with non-visible ('hidden') disabilities such as autism and mental health conditions. Contrary to what many people believe, having a diagnosis of a named condition does not on its own qualify somebody under the scheme. It is the way a condition affects an individual which ultimately determines eligibility under the new national criteria.

Ongoing changes to disability benefits are also impacting eligibility. Some applicants previously automatically eligible for a badge by virtue of the fact they received higher rate mobility Disability Living Allowance (DLA) are now not so, based on their award from the Department for Work and Pensions (DWP) when they move to the Personal Independence Payment (PIP). In these cases, eligibility under the Blue Badge scheme changes, not because of any shift in the scheme criteria itself but because of the change in the DWP's benefit assessment and award (see 12.1 for information about DLA and PIP benefits).

To clarify the council's position and manage expectations in the context of recent and ongoing changes, the purpose of this paper is to set out the revised national policy for determining eligibility and also NCC's appeals process. The policy is designed to operate a scheme which is fair and equitable for the residents of Norfolk as a whole, so those meeting the national eligibility criteria can fully enjoy the benefits.

Norfolk is one of the busiest local authorities in England by volume for Blue Badges. The scheme is administered extremely efficiently by a small, specialist, customer facing team in Customer Services with the support of Occupational Therapists from Adult Social Care and enforcement is managed by Highways with legal process provided by Trading Standards, working closely with the team. Prior to August 2015 when responsibility for administering the scheme moved into a customer facing environment, the service was in an ongoing

backlog position. That is no longer the case, the efficiency, speed and quality of service being high and comparing favourably when benchmarked against other local authorities.

There is potential misconception and confusion amongst applicants relating to scheme eligibility criteria, particularly relating to non-visible ('hidden') disabilities and PIP awards.

Recommendations

- 1. To note the new national criteria for eligibility under the Blue Badge (Disabled Persons') Parking Scheme**
- 2. To approve the County Council's policy for the implementation of the Blue Badge scheme**

1. Background and Purpose

- 1.1. [Together, for Norfolk](#), the Council's six-year business plan, prioritises work to enhance accessibility for disabled and older people in Norfolk. Many disabled people require disabled parking in order to access local services and amenities, and therefore a robust and fair Blue Badge system is an essential aspect of meeting the aspirations set out in Together, for Norfolk.
- 1.2. The Blue Badge (Disabled Persons' Parking) Scheme was introduced in 1971 under Section 21 of the Chronically Sick and Disabled Persons Act 1970 ('the 1970 Act') so those with physical disabilities and less able to take public transport or walk longer distances could park closer to their destination.
- 1.3. Norfolk is one of the busiest local authorities in England by volume for Blue Badges. A small, specialist team in Customer Services administer the scheme with the support of Occupational Therapists from Adult Social Care. Enforcement is managed by Highways with legal process provided by Trading Standards, working closely with the team.
- 1.4. The service compares extremely favourably when benchmarked against other local authorities. A relatively high proportion of applications are made online (close to 70%), the team aim to complete each stage within 3 working days of receipt of information from the applicant, currently have no backlog and proactively follow up on applications which remain stagnant for a period of 28 days. Consequently, the national average of 6-8 weeks for completion of an application is exceeded in most cases.
- 1.5. Around 16,000 applications a year are processed on average with around 80% being found eligible and awarded a badge. The number of applications is expected to be in excess of 20,000 for 2019/20 (and the % being found eligible is expected to drop) due to recent changes explained below.
- 1.6. In the biggest overhaul to the national scheme since the 1970s, it was extended on 30 August 2019 to those with less visible conditions that would impact their mobility and ability to access everyday facilities. People with non-visible ('hidden') disabilities, including autism and mental health conditions can now apply for a badge, removing the barriers many face to travel. In the lead

up to the scheme changes, media coverage gave the impression that having a diagnosis of a named condition makes a person eligible for a badge under the new non-visible ('hidden') disability criteria, but this is not the case. It is the way a condition affects an individual which is assessed as part of an application, and which ultimately determines eligibility.

1.7. This misunderstanding, and changes in eligibility status when an applicant moves from Disability Living Allowance (DLA) to the Personal Independence Payment (PIP) have created heightened interest in how eligibility for a Blue Badge is determined.

1.8. In response, to provide a framework to ensure we work in an equitable and consistent manner when issuing and enforcing the use of Blue Badges, our policy for eligibility and appeals has been documented in Appendix A for Cabinet approval. It is worth noting that whilst the number of applicants has increased as a result of the new criteria, there has not been a corresponding increase in the number of disabled parking spaces in the county.

2. Proposals

2.1. See Appendix A – Norfolk County Council Blue Badge Policy

3. Impact of the Proposal

3.1. Norfolk County Council's approach to managing the Blue Badge scheme is designed to achieve fairness and equality and work against the existence of a 'postcode lottery'. It is also designed to ensure disabled parking spaces are available for those who need them.

4. Evidence and Reasons for Decision

4.1. This policy is considered to be the most effective way for the council to fulfil its statutory obligation and ensure a scheme which is fair and equitable for the residents of Norfolk and consistent with national standards.

5. Alternative Options

5.1. An alternative option would be to relax eligibility criteria and issue badges to applicants not meeting the guidelines published by the DfT. However, there is a need for consistency at a local and national level and the proposed policy delivers against the fundamental principles detailed at sections 2.1.1, 2.1.2 and 2.1.3 at the same time as enabling a standard approach to enforcement.

6. Financial Implications

6.1. There are no financial implications arising directly from the council's policy, however the increased volume of applications following the extension of the Blue Badge scheme to include non-visible ('hidden') disabilities has introduced a growth pressure on revenue budgets as additional capacity is needed to assess these. This pressure is accounted for in proposed budgets for 2020/21. The consequent impact on enforcement activity is being monitored.

7. Resource Implications

7.1. **Staffing**

There are no staffing implications arising directly from the council's policy, however the increased volume of applications following the extension of the Blue Badge scheme to include non-visible ('hidden') disabilities has increased the resource requirement to process them. The consequent impact on enforcement activity will be monitored and reviewed in 12 month's-time.

7.2. **Property**

There are no property implications arising from this report.

7.3. **IT**

There are no IT implications arising from this report. Norfolk County Council uses a case management system designed specifically for Blue Badge applications, this was procured in August 2019 and delivers a standardised approach through automated logic and workflows, enabling efficiencies which help manage financial and resourcing implications and also high standards of customer service.

8. Other Implications

8.1. **Legal Implications**

Legal implications and considerations are highlighted throughout the report by reference to relevant statute and regulations.

8.2. **Human Rights implications**

Management of human rights implications is implicit through the council's adherence to legislation, plus recognised national guidance and regulations.

8.3. **Equality Impact Assessment (EqIA)**

See Appendix B

8.4. **Health and Safety implications**

N/A

8.5. **Sustainability implications**

N/A

8.6. **Any other implications**

N/A

9. Risk Implications/Assessment

9.1. There is a risk of not being able to maintain current service levels if the increase in the number of applications following changes to scheme criteria exceeds expectations, however this is so far not the case and monitoring remains ongoing as part of the plan to mitigate the risk.

10. Select Committee comments

10.1. N/A

11. Recommendations

- 11.1.
 1. To note the new national criteria for eligibility under the Blue Badge (Disabled Persons') Parking Scheme
 2. To approve the County Council's policy for the implementation of the Blue Badge scheme

12. Background Papers

- 12.1. [Blue Badge scheme local authority guidance \(England\)](#)
[Disability Living Allowance \(DLA\) for adults](#)
[Personal Independence Payment \(PIP\)](#)

Officer Contact

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

Officer name: Michelle Carter **Tel No:** 01603 222506

Email address: Michelle.carter2@norfolk.gov.uk



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

Blue Badge Policy

Community and Environmental Services



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.

Contents	Page
Introduction	3
Assessing applications and determining eligibility	3
Renewals	5
Reviews and appeals	5
Lost, stolen and replacement badges	6
Enforcement	6
References	7

1. Introduction

- 1.1 This document confirms Norfolk County Council's policy for determining eligibility, managing appeals and enforcement activity in connection with the Blue Badge (Disabled Person's Parking) scheme.
- 1.2 These activities are carried out by the Community and Environmental Services (CES) Directorate of Norfolk County Council, by a dedicated team in Customer Services who administer applications with support from Occupational Therapists from Adult Social Care and by Highways who manage enforcement with legal process provided by Trading Standards.
- 1.3 The purpose of the policy is to uphold high standards and consistency in the application of eligibility criteria and provide a framework to ensure Blue Badges are issued and enforced in a way which is fair, equitable and consistent for the residents of Norfolk as a whole and reflects the national criteria. It aims to ensure those meeting the eligibility criteria can fully enjoy the benefits and that disabled parking spaces are available for those that need them most.
- 1.4 To inform this policy, and to encourage as consistent an approach as possible nationally, Norfolk County Council liaises closely with other local authorities in England via participation in national calibration exercises, attendance at conferences and use of Department for Transport (DfT) resources.
- 1.5 This policy is subject to annual review and approval. (The impact of the policy, including the application of the new non-visible ('hidden') disability criteria and resulting impact on enforcement activity, will be monitored and reviewed in 12 months-time).

2. Assessing applications and determining eligibility

- 2.1 To ensure badges are only issued to those meeting the criteria and that limited available disabled parking remains available for those that need it, Norfolk County Council will assess applications against the published national guidelines issued by the Department for Transport (DfT) (see 7.1).
- 2.2 Applicants who meet the DfT's automatic criteria (known as 'not for further assessment') will be issued with a badge. A full list of the automatic criteria can be found in Section 4.4 of the DfT guidelines. These applicants must evidence their eligibility and provide the statutory documents such as proof of identity, address and a photograph.
- 2.3 In line with criteria laid down for local authorities, badges will be issued for a period of 3 years, unless the application is in receipt of an automatically qualifying benefit where the duration is less than 3 years, (in which case the

expiry date of the badge will match the benefit award). There is no provision to issue temporary badges (e.g. for a temporary mobility issue such as a broken leg or during a recovery period).

- 2.4 Applicants in receipt of Personal Independence Payment (PIP) (see 7.2) scoring 10 points with descriptor E under 'planning a journey' (unable to undertake any journey because it would cause overwhelming psychological distress) will be assessed as automatically eligible in line with the new automatic criterion introduced by the DfT.
- 2.5 Applicants who receive 10 points under "planning a journey" with a different descriptor, or 12 points under this category will not be automatically eligible (again in line with DfT guidelines). These applicants must provide a full application and corresponding evidence for further assessment (see 2.6) and some who have held Blue Badges for many years due to automatic eligibility under DLA (see 7.3), will be found not eligible based on their mobility assessment under PIP.
- 2.6 Applicants not meeting the automatic criteria (known as 'with further assessment') are required to complete a full application form and provide medical evidence to support their application. In the case of non-visible ('hidden') disabilities, this must be from a specialist (as defined by section 4.3 of the DfT's Blue Badge Scheme Local Authority Guidance (see 7.1)), rather than a GP. Other information held by Norfolk County Council about the application may be checked and used to determine eligibility. This would generally include social care records or previous Blue Badge applications. For example, if an applicant has had an assessment with an Occupational Therapist recently, which details their mobility, this information will be used to make a decision.
- 2.7 If following their desk-based assessment, the officer is unable to reach a decision the case will be passed to a qualified Occupational Therapist for assessment. If the Occupational Therapist is unable to reach a decision on the basis of the application, the applicant will be invited for a face to face assessment to determine eligibility. However, these kinds of mobility assessments may not be appropriate for applicants who are able to walk but who experience, during the course of a journey, another considerable difficulty whilst walking or pose a risk of serious harm to themselves or others. Face to face assessments will not be used for applicants applying under the non-visible ('hidden') disability criteria and for whom this would create additional distress or risk.
- 2.8 All successful applicants (apart from those that meet the Armed Forces Covenant) must pay £10.00 toward the cost of their blue badge (this is the maximum allowed in England by the DfT).

- 2.9 The final decision on eligibility is for the issuing authority to make, drawing on the information provided, and where applicable, the expertise purveyed by the expert assessor. The DfT has no power to intervene in decisions in individual cases.
- 2.10 Each application will be considered solely on its merits in relation to the scheme eligibility criteria, regardless of condition.
- 2.11 All applicants assessed as eligible will be issued with a copy of “The Blue Badge Scheme: rights and responsibilities in England” booklet when they are issued a badge (see 7.4).

3. Renewals

- 3.1 All applicants will need to reapply for a new blue badge before their current badge expires. The applicant will be required to complete a full application and provide all requested documentary evidence so their status in relation to ongoing eligibility for a badge can be assessed.
- 3.2 In the absence of any set guidance on renewals and to make this process as straightforward as possible for applicants, previous records will be reviewed to see how the applicant was initially assessed, and whether the assessor recommended the need for re-assessment upon reapplying. Some cases (for example those where the badge holder suffers an ongoing, degenerative condition) may be marked as ‘not for further assessment’ and in effect automatically renewed.

4. Reviews and appeals

- 4.1 Unsuccessful applicants can request a review of the decision. Reviews will be conducted by a panel of qualified Occupational Therapists.
- 4.2 There is no statutory requirement to operate an appeal process but as an additional safeguard, if following review an applicant is found not eligible, they may appeal the decision. Appeals will be carried out by the Contact Centre Delivery Manager and the Blue Badge Team Manager (Customer Services). In some circumstances the applicant may be asked to provide further information to support their initial application.
- 4.3 If after appeal an applicant is still not determined as eligible, they can make an official complaint, and then contact the Local Government Ombudsman (LGO). The LGO does not have the power to overturn decisions, only to investigate the process. Eligibility decisions can only be made by the relevant officer. Elected members may wish to support individuals in their reviews or appeals, but there is no scope for elected members to be part of the formal decision-making process.

5. Lost, stolen and replacement badges

- 5.1 Holders of blue badges issued by Norfolk County Council which are lost or stolen must report this to the council and will be asked to complete a declaration form.
- 5.2 On receipt of a declaration, the badge will be cancelled on the national blue badge database and subsequent use will constitute misuse.
- 5.3 Applicants wishing to change the details on their badge (for example, the photograph or name) will also be asked to complete a declaration form and provide relevant documentary evidence.
- 5.4 Replacement badges, including those issued to replace lost or stolen badges and also to change details, will be subject to a £10 fee unless the need for replacement was caused by the authority (for example due to an administrative error).
- 5.5 Badges with less than 6 weeks to run before expiry will not be replaced and the badge holder will be asked to apply for a new badge
- 5.6 Badges which have been declared lost or stolen and replaced but which are subsequently recovered or found should be returned to the authority. No refund will be issued.

6. Enforcement

- 6.1 Consistency in the provision of enforcement is enabled by consistent application of eligibility criteria when badges are issued
- 6.2 Enforcement is conducted in accordance with:
 - Chapter 7 of the DfT document “The Blue Badge Scheme Local Authority Guidance (England)”. This guidance was updated in September 2019 to accommodate enforcement for the new non-visible (‘hidden’) disabilities, and
 - the CES Enforcement Policy and its Annex 5: Blue Badge Enforcement Protocol, which are reviewed and approved by Members on an annual basis, most recently in December 2019 (see 7.5).
- 6.3 The Blue Badge enforcement officer’s role includes, as part of on-street enforcement, education on use of the blue badge by blue badge holders, ensuring they understand the rights and responsibilities of the scheme, and relevant highways legislation (see 7.1). All badge holders are provided with “The Blue Badge Scheme: Rights and Responsibilities” booklet (last updated in 2017) when they are issued with a badge (see 7.4).

- 6.4 The Blue Badge Enforcement Officer will share intelligence with the Blue Badge team if there are doubts on a holder's eligibility, which will then be investigated by the Blue Badge issuing team, usually by means of face to face assessment.
- 6.5 Enforcement for mis-use of a blue badge includes enforcement against the driver of a vehicle who may not be the blue badge holder using the badge inappropriately, with or without the holder's permission. Where such enforcement is undertaken, the badge-holder (or their parent/guardian if they are under 18) will be reminded that continued allowance of mis-use could result in withdrawal of the badge.
- 6.6 Data collected during enforcement will be stored in accordance with the requirements of the General Data Protection Regulation (EU) 2016/679, the Data Protection Law Enforcement Directive (EU) 2016/680 and the Data Protection Act 2018.
- 6.7 Results of enforcement action undertaken are published on the Norfolk County Council website and enforcement data is provided during the annual review.

7. References

- 7.1 [Blue Badge scheme local authority guidance \(England\)](#)
- 7.2 [Disability Living Allowance \(DLA\) for adults](#)
- 7.3 [Personal Independence Payment \(PIP\)](#)
- 7.4 [The Blue Badge scheme: rights and responsibilities in England](#)
- 7.5 [CES Enforcement Policy](#)



Norfolk County Council Blue Badge Scheme Policy

Equality assessment – findings and recommendations

January 2020

**Bev Herron – Equality and Armed Forces
Covenant Officer**

This assessment helps you to consider the impact of service changes on people with protected characteristics. You can update this assessment at any time so that it informs ongoing service planning and commissioning.

Contents

1.	The purpose of this equality assessment
2.	The legal context
3.	The assessment process
4.	The scheme
5.	Who is affected by this service
6.	Potential impact
7.	Recommended/mitigating actions
8.	Evidence used to inform this assessment
9.	Further information and contact details

The purpose of this equality assessment

1. The purpose of an equality impact assessment is to enable decision-makers to consider the impact of a proposal on different individuals and communities prior to the decision being made. Mitigating actions can be developed if any detrimental impact is identified.

The legal context

2. Public authorities have a duty under the Equality Act 2010 to consider the implications of proposals on people with protected characteristics. The Act states that public bodies must pay due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act¹;
 - Advance equality of opportunity between people who share a relevant protected characteristic² and people who do not share it³;
 - Foster good relations between people who share a relevant protected characteristic and people who do not share it⁴.

The full Act is available [here](#).

The assessment process

3. Evidence has been gathered on the proposal to look at the service users affected, the findings of related assessments and national public consultation, contextual information about people currently using the Blue Badge scheme and how these changes may affect the way in which the service is delivered.

The proposal

4. This EqIA assesses the impact of changes made by central Government to the Blue Badge (Disabled Person's Parking) Scheme in Norfolk.
5. The assessment explains the purpose of the Blue Badge Scheme; the changes made by central Government, and the potential impact of these changes on service users in Norfolk.
6. The assessment proposes five mitigating actions to maximise a positive impact for those affected by the changes.

Who is affected by the changes to the scheme?

7. The proposal will primarily affect disabled adults and children in Norfolk.
8. Norfolk has a higher number of disabled people than other parts of the country and increasing numbers of disabled young people. It is estimated that around 20 per cent of the Norfolk population has a disability or long-term limiting illness.
9. The term 'disability' encompasses a broad range of issues, such as physical mobility, visual, hearing and multi-sensory impairment; learning disabilities and neurodiversity (neurodiverse relates to neurological differences including, for example, Dyspraxia,

Dyslexia, Attention Deficit Hyperactivity Disorder, Autistic Spectrum and others) and mental health.

10. Service users will also have a range of other protected characteristics, in relation to sex and gender, marital or civil partner status, gender reassignment, pregnancy and maternity, race, religion/belief, age and sexual orientation.
11. Full details of Norfolk's demographic profile which covers disability as well as age, gender, ethnicity and other protected characteristics is set out in [Norfolk's Story - 2019](#).

Information about the national Blue Badge Scheme

12. The Blue Badge (Disabled Persons' Parking) Scheme was introduced in 1971 under Section 21 of the Chronically Sick and Disabled Persons Act 1970 ('the 1970 Act') to enable people with physical disabilities who are less able to take public transport or walk longer distances to park closer to their destination in order to access goods and services.
13. A Blue Badge holder is entitled to park in disabled parking bays and have access to on-street parking under certain circumstances, usually in as close as possible proximity to the service they wish to access without compromising road safety. The scheme is open to eligible people irrespective of whether they travel as a driver or a passenger and therefore is inclusive of a wide age range of people with a range of disabilities.
14. To be eligible for a badge, an applicant must meet certain strict criteria. Both adults and children over the age of two years (or some children under two years who have a disability that requires them to have access to equipment) can hold a badge, and an eligible person does not need to be a driver to apply.
15. Applications are judged on a case by case basis and there are many factors that can impact upon an individual's eligibility (including their ongoing eligibility).
16. The relevant local authority in an area (in Norfolk's case, Norfolk County Council) is responsible for administering the scheme at a local level, reviewing applications and assessing them against the nationally set criteria, awarding badges and monitoring implementation.
17. Once approved for a badge, the holder must display the badge in their vehicle at all times if parking in a disabled parking bay. Badges must be renewed every three years.
18. Many disabled people greatly value the Blue Badge Scheme, as it enables disabled people eligible for a badge to access goods, services, health, employment and leisure opportunities and participate in society in a way that might not be possible if the Blue Badge initiative was unavailable.

Information about Norfolk's Blue Badge scheme

19. In accordance with Department for Transport (DfT) guidance, applications are subject to assessment by Norfolk County Council's Blue Badge team against nationally-set criteria. The information and evidence supplied by the applicant is reviewed, taking

into consideration how the applicant's mobility is affected and how a Blue Badge would help this.

20. If, following the assessment, it is not possible to reach a clear decision based on the national criteria, the case is passed to a qualified occupational therapist or, in the case of a hidden disability, an expert assessor within the field.
21. Applicants who are unsuccessful can use an appeal process whereby they can request that their application be looked at again. Norfolk County Council uses a panel of qualified occupational therapists to do this but in the case of people with a hidden disability it may be necessary to consult with an independent expert assessor who has specific knowledge of the individual. It is yet untested as to whether there may be some cases where this advice is subject to a fee or a delay due to increased demand.
22. The process for assessing eligibility for people with physical disabilities is well established. However, the process for assessing people with hidden disabilities is relatively new and will therefore take some time to embed.
23. Prior to August 2019, Norfolk received around 16,000 applications for a Blue Badge a year on average, with around 80% being found eligible and awarded a badge. Approximately 12,800 blue badges are awarded on average each year.
24. Based on the demographic data available, it is anticipated that the change could see in excess of 20,000 applications a year. However, it is anticipated that the percentage of people who are successful in their application may reduce to less than 80%.
25. It is difficult to estimate the number of disabled parking facilities accessible to people with a Blue Badge because they comprise of publicly and privately-owned parking. Access to a Blue Badge also entitles the holder to park on double yellow lines for a maximum of 3 hours (where there is not a loading ban) and in some on-street parking facilities for free. There are DfT guidelines as to how many accessible parking bays there should be in relation to non-accessible bays.

How Norfolk's blue badge scheme compares to other authorities

26. Norfolk County Council's Blue Badge service compares favourably when benchmarked against other local authorities.
27. A relatively high proportion of applications in Norfolk are made online (close to 70%). The Council aims to complete each stage within three working days of receipt of information from the applicant. Currently there is no backlog and applications are followed up if they remain on the system for a period of 28 days.
28. Consequently, the national average of 6-8 weeks for completion of an application is exceeded in Norfolk in most cases.
29. There is no indication that the change will have a significant impact upon the Council's ability to continue to achieve these outcomes.
30. Norfolk County Council staff responsible for the scheme are trained in how to assist applicants where necessary. The inclusion of hidden disabilities in eligibility criteria

has been addressed within training to ensure that staff are able to assist positively and constructively.

The recent change by central Government

31. On 30 August 2019, the Blue Badge scheme was extended nationally by central Government to enable people with 'non-visible' disabilities (referred to as 'hidden disabilities') to access the scheme.
32. There is no legal definition of the term 'hidden disability' – it essentially means someone whose disability is not immediately or obviously visible such as a cognitive, mental health or learning disability.
33. DfT guidance describes three main impacts that someone with a hidden disability may experience that could make them eligible for a Blue Badge:
 - **Very considerable difficulty whilst walking.** For some people with hidden disabilities, problems occur when they are walking during the course of a journey, rather than as a direct result of the physical act of walking. The words 'very considerable difficulty' may be understood as suggesting that the purpose of issuing a Badge should be to enable the applicant to undertake journeys that would not otherwise be possible, or which are only possible with very considerable difficulty.
 - **Risk of serious harm** reflects that some non-visible ('hidden') disabilities give rise to behaviour or lack of situational awareness that present safety risks for the disabled person or for others.
 - **Very considerable psychological distress** has been included as an example of the kind of difficulty an individual may experience when they are walking during the course of a journey, which can be unrelated to their physical ability to walk.

Contextual issues to take into account

34. The expansion of the eligibility criteria for the Blue Badge scheme has taken place in parallel to ongoing changes to national benefits schemes as individuals are moved from the Disability Living Allowance (DLA) to Personal Independence Payment (PIP).
35. This has impacted in a variety of ways on existing and new users of the scheme. It means that some people with a physical disability who were previously automatically eligible for a Blue Badge no longer are, despite not experiencing a change to the impact that their disability has on their day to day life.
36. Another complexity is that media coverage of the change to the scheme has not been helpful, as it initially suggested that all people with a hidden disability would be eligible. This led to concern amongst many existing Blue Badge users that there would be vastly more Blue Badge holders than there were available disabled parking places.

Potential impact

37. The change to the scheme should impact positively on disabled people with hidden disabilities, as it will enable access to the Blue Badge Scheme. For some people with

hidden disabilities this should mean increased independence as they will be able to travel without the same level of anxiety that may have been caused by the uncertainty as to whether they would be able to park near their destination.

38. In response to the change by central Government, the County Council has reviewed and revised its local policy on the scheme, to ensure clarity about who is eligible. This has included providing information about eligibility criteria, the reasons for this, how to appeal a decision and what people need to do to apply.
39. It also includes ensuring that the process for managing applications is as inclusive as possible, for example for people who are Blind or Deaf or who have learning disabilities and the provision of guidance about the support available for people with circumstances that make it challenging to apply – e.g. dexterity, mobility, memory, communication or fatigue issues.
40. This is designed to provide fairness and equity for all disabled people and to prevent and deter misuse.
41. Whilst in principle the change by central Government to the scheme is positive, as it enables access to a greater number of disabled people, there may be some issues to address at a local level. These are summarised below:
 - a) Some individuals who have previously met the criteria for a Blue Badge may no longer be automatically eligible (see paragraphs 34 and 35). This may lead to confusion if applicants are unsure as to why this decision has been reached in relation to their Blue Badge application as they may not understand the link between the receipt of benefits and eligibility for a Blue Badge. The loss of a Blue Badge has the potential to be a very significant impact upon someone – especially if they have been affected financially through withdrawal of benefits (which falls outside of Norfolk County Council's control).
 - b) Norfolk County Council's revised Blue Badge Policy seeks to clarify the process for applying and any applicant who is unsuccessful will receive a reason as to why. Applicants will also be offered an opportunity to appeal against a decision if they feel that important relevant information has been misunderstood or missed out of their original application.
 - c) There is concern amongst some disabled people that the change may mean a significant increase in the number of people using Blue Badges which may exceed the number of disabled parking bays available. If a Blue Badge holder journeys to park in a disabled bay and they find it is already taken, unlike a non-disabled person, they cannot address this by simply parking further away, and it could mean that they have to return home.
 - d) It is difficult to estimate the extent to which this may be an issue, due to the lack of data at the national and local level regarding the number of people who have a hidden disability who live locally and who may be eligible for a Blue Badge. At this early stage, it is predicted that there will be an initial steep rise in applications, but that many people will not be eligible. Alongside this, some people will cease to be eligible, so there may not be as much pressure on existing spaces as some people fear. The situation will be closely monitored over the next two years.

- e) Year-on-year increases are likely due to increases in Norfolk's disabled population. This may also be strongly linked to Norfolk being a rural county with, for some, fewer travel options to access employment, goods and services.
- f) It is not necessary to own a car to access the Blue Badge scheme, however the recognition of hidden disabilities means that for some people the changes to eligibility criteria may also enable them to access a mobility allowance and as a result the Motability scheme making car ownership more affordable. This may have an impact on the number of cars attempting to access Blue Badge parking, especially in areas such as central Norwich. All applications will continue to be assessed against national guidelines issues by DfT as part of the overall management of the scheme.
- g) The process for assessing people with hidden disabilities is relatively new and will therefore take some time to embed. Applicants who are unsuccessful have access to an appeal process whereby they can request that their application be looked at again. Norfolk County Council uses a panel of qualified occupational therapists to do this but in the case of people with a hidden disability it may be necessary to consult with an expert assessor who has specific knowledge of the individual. It is yet untested as to whether there may be some cases where this advice is subject to a fee or a delay in accessing such expertise. This could lead to a financial impact for people with hidden disabilities.
- h) Someone with a hidden disability may experience hostility from others when using a Blue Badge, due to some people's perception that someone who is not visibly disabled should not be using a Blue Badge. This may also make enforcement of the scheme which the authority is also responsible for, more complex. This may lead to some people with a hidden disability being less likely to apply for a Blue Badge or they may stop using it if they feel consistently challenged.
- i) There is no indication that the change will have a significant impact upon the ability of the County Council to continue to perform as one of the best authorities in the country regarding the speed with which it processes Blue Badge applications. However, this will be monitored, given the high volume of applications and enquiries that may initially arise.
- j) The inclusion of people with hidden disabilities may increase the number of online applications made as many people may find it easier to apply in this way. A model form has been developed for use by local authorities by DfT following consultation with disabled groups.
- k) Disabled people have highlighted that a robust system for managing Blue Badges during issuing, use, renewal and expiry is essential, to deter and prevent deliberate and perceived misuse. Doing this effectively greatly improves the scheme and inclusion for people eligible for Blue Badges. The misuse of Blue Badges has a detrimental impact on disabled people, as it prevents those eligible from accessing disabled parking and being able to use local services and amenities. The revised policy has taken steps to address this and this includes work with Trading Standards who are responsible for enforcement of the scheme.

Recommended actions

	Action	Lead	Date
1.	Monitor implementation of the revised policy, to address any issues that arise, reporting to Cabinet on any matters that required a decision.	Head of Customer Service and Development Customer Services (Community, Information and Learning)	From 1 March 2020
2.	Continue to review the accessibility of web design to ensure that it is as inclusive as possible.	Head of Customer Service and Development Customer Services (Community, Information and Learning)	From 1 March 2020
3.	Monitor customer feedback to ensure that staff continue to provide excellent support to all applicants.	Head of Customer Service and Development Customer Services (Community, Information and Learning)	From 1 March 2020
4.	Monitor the use of specialists supporting people with hidden disabilities to ensure that they are affective and do not create inadvertent inequality for applicants.	Head of Customer Service and Development Customer Services (Community, Information and Learning)	From 1 March 2020
5.	Publicise the Stop Hate in Norfolk Protocol as part of the Blue Badge scheme to ensure anyone experiencing hate crime as a result of using the scheme is confident and able to report it.	Equality & Diversity Manager	From 1 March 2020

Evidence used to inform this assessment

- Equality Act 2010
- Public Sector Equality Duty
- Relevant business intelligence – [Department for Transport guide for Local Authorities on the Blue Badge Scheme](#)

Further information

For further information about this equality impact assessment please contact Bev Herron



If you need this document in large print, audio, Braille, alternative format or in a different language please contact Bev Herron on 01603 228904 or 18001 0344 800 8020 (Textphone).

¹ **Prohibited conduct:**

Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have, or because they associate with someone who has a protected characteristic.

Indirect discrimination occurs when a condition, rule, policy or practice in your organisation that applies to everyone disadvantages people who share a protected characteristic.

Harassment is “unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual’s dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual”.

Victimisation occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the Equality Act; or because they are suspected of doing so. An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint.

² The protected characteristics are:

Age – e.g. a person belonging to a particular age or a range of ages (for example 18 to 30 year olds).

Disability - a person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Gender reassignment - the process of transitioning from one gender to another.

Marriage and civil partnership

Pregnancy and maternity

Race - refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

Religion and belief - has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (such as Atheism).

Sex - a man or a woman.

Sexual orientation - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

³ The Act specifies that having due regard to the need to advance equality of opportunity might mean:

- Removing or minimizing disadvantages suffered by people who share a relevant protected characteristic that are connected to that characteristic;

-
- Taking steps to meet the needs of people who share a relevant protected characteristic that are different from the needs of others;
 - Encouraging people who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such people is disproportionately low.

⁴ Having due regard to the need to foster good relations between people and communities involves having due regard, in particular, to the need to (a) tackle prejudice, and (b) promote understanding.

Cabinet

Item 9

Decision making report title:	Holding Highways England to Account
Date of meeting:	3 February 2020
Responsible Cabinet Member:	Cllr Martin Wilby (Cabinet Member for Highways and Infrastructure)
Responsible Director:	Tom McCabe (Executive Director Community and Environmental Services)
Is this a key decision?	No

Introduction from Cabinet Member

Trunk roads are of vital importance to the county, supporting the needs of residents, businesses and visitors in connecting major locations in the county, and to major locations elsewhere. The standard of trunk roads in Norfolk, particularly the A47, means that their performance in serving the strategic transport need is compromised. Improvement of the A47 is urgently required. Despite major schemes being committed by government for the A47 in 2014, development and delivery by Highways England has been slow and no major improvement will be started until 2021 at the earliest. In addition, we know that the A11 will need investment in the future-with the Thetford roundabouts (and the Mildenhall junction in Suffolk) already causing delay and inconvenience to road users.

Responding to this consultation is important as it will help to inform how Highways England can be more effectively held to account, and future operation of the trunk roads network and delivery of new schemes improved.

Executive Summary

The Office of Rail and Road (ORR) has issued consultation on Holding Highways England to Account. This sets out that this is a duty of the ORR and the office follows a staged approach of routine monitoring and assessment, investigation and early resolution, and enforcement. Enforcement sanctions are in the form of issuing a notice, which can require Highways England to take certain action, and/or requiring Highways England to pay a fine.

It is recommended that Norfolk County Council responds to the consultation. The development of improvement schemes by Highways England on the A47 has been slow and delivery of the first major improvement is not programmed to start until 2021. Responding to the consultation will enable the County Council to set out its experiences and concerns and help ensure that in future Highways England is more effectively held to account. The full draft response to the consultation is set out in this report, which Cabinet is asked to agree. This draft response was reported to Select Committee on 29 January and any comments from that meeting will be reported orally to Cabinet. The closing date of the consultation is 14 February.

The County Council has consistently raised concerns over delivery of A47 improvements with Highways England, including directly with Mr Jim O’Sullivan, who is the Chief Executive of the company. Full duelling of the A47 is estimated to increase GVA along the route by over £700m per annum. Further delay means that these economic benefits are being at best delayed, or potentially lost to the UK economy.

Members may wish to review the proposed response and consider whether we wish to invite ORR to hold a public hearing to review Highways England’s performance on the A47, or even consider transferring responsibility for delivery (including budget) from Highways England to Norfolk County Council.

The recommended response sets out that, in general, the County Council supports the proposals but considers that the ORR should intervene on geographical clusters of schemes rather than only on “systemic and significant issues.” There is also a need for better mechanisms to ensure that the performance of Highways England is improved. We do not consider that fines should be sanctioned where they will only in effect reduce the amount of funding available to Highways England for scheme delivery. They could instead be funded from staff or contractor bonuses.

Recommendations

- 1. To agree the response to the consultation.**

1. Background and Purpose

- 1.1. The Office of Rail and Road (ORR) is the regulatory body for trunk roads and railways. It has issued consultation on their revised policy for Holding Highways England to Account. It is inviting responses to the consultation by 14 February.

The ORR’s monitoring role is defined in the Infrastructure Act 2015 and requires them to monitor how Highways England is carrying out its functions. The ORR states that, in independently monitoring Highways England’s management of the motorways and main A-roads in England it provides “independent assurance to users of the Strategic Road Network (SRN), government and wider stakeholders that Highways England is held to account.”

The ORR is consulting on an updated monitoring framework and enforcement policy for Highways England ahead of the start of the second road investment strategy (RIS2). This is the trunk road programme for delivery from 2020 to 2025. It has yet to be announced, although this is expected shortly. Working with the A47 Alliance, Norfolk County Council has outlined its priorities as dualling the Acle Straight and Tilney to East Winch. We also support improvements on the A11 including improvements of junctions at Thetford and Mildenhall Fiveways in Suffolk.

1.2. The ORR states that its current monitoring framework and enforcement policy, instigated when it first took on its role as Highways Monitor, “have worked as intended.” The review will update the policy documents in preparation for the second road investment strategy, which is expected to start in April 2020. The main changes being proposed are:

- Combining the monitoring framework and enforcement policy
- Focusing on early resolution
- Fines: Wherever possible, ensuring that fines are set at a level that enables Highways England to fund them from management or contractor remuneration (rather than being set at a percentage of Highways England funding, which would result in fines being paid from money that would otherwise have been spent on scheme delivery).

1.3. In 2014 government committed some £300m for A47 improvements, including Gt Yarmouth Junctions, Blofield to Burlingham dualling, Thickthorn Junction and Easton to Tuddenham dualling, for delivery in RIS1: 2015 to 2020. These schemes are critical to help Norfolk unlock growth, improve outcomes for businesses, residents and visitors, and deal with congestion. However, to date none of these major schemes have been started. Current programmed delivery dates are set out in 1.6.

1.4. The draft policy in the consultation document sets out that the ORR will take a staged approach where potential issues or concerns are identified. This staged approach, in summary, involves:

Routine Monitoring and Assessment

- This will determine how Highways England is performing
- Identifies whether obligations or commitments are at risk and whether action needs to be taken.

Investigation and Early Resolution

- A staged approach to escalating performance concerns
- Try to resolve issues and agree actions early
- Activities might include:
 - Gathering information
 - Engaging on/requiring an improvement plan
 - Engaging external advisers
 - Making public comment
 - Initiating an investigation
 - Holding an ORR hearing.

Enforcement

- Statutory enforcement action
 - Issuing a notice (which can require Highways England to take certain action) and/or
 - Requiring it to pay a fine.

1.5. It should be noted that the draft document sets out that whilst the ORR monitors some data for individual major schemes, they do not primarily hold Highways England to account for delivery on a scheme-by-scheme basis. Instead their approach is to focus on systemic and significant issues by monitoring trends in the delivery of the major scheme programme of work.

However, the document notes that individual major schemes have the potential to have a material impact on road users and stakeholders and that there should be scrutiny of their delivery performance, eg significant cost or schedule changes.

1.6. This is a major area of concern for the County Council. The expectation when government announced RIS1 and the inclusion of the A47 schemes within the programme for 2015 to 2020 was that they would be constructed within that period. We have, however, yet to see a start on any of the schemes. The only measures that have been delivered have been at Great Yarmouth where the County Council took a proactive, lead role to ensure early delivery. Works included a right-turn from the station / supermarket onto the Acle New Road to remove traffic that would otherwise use the A47 Vauxhall Roundabout to complete a U-turn. This is the only measure that has been delivered. This was completed by the County Council on behalf of Highways England.

No other scheme has been delivered.

The current programme for delivery, as published on Highways England's website, is as follows:

- A47 Easton to Tuddenham: Start 2022 End 2023/24
- A47 Blofield to Burlingham: Start 2021/22 End tbc
- A47 Thickthorn: Start 2020/21 End tbc
- Gt Yarmouth Junction Improvements: Start tbc End tbc

Even for those schemes that have published start dates it appears challenging for Highways England to be able to deliver the schemes to those promised dates.

1.7. Enforcement

ORR will generally consider issuing a notice requiring Highways England to take certain action as a step prior to issuing a fine. In deciding whether a fine is appropriate they would consider the seriousness of the contravention, looking at:

- Highways England's culpability in the contravention, including whether the company has acted knowingly or intentionally with regard to the contravention
- The actual and potential impact caused to third parties, including users of the trunk road network and government, because of the non-compliance

- The public interest purpose of the condition in the Licence or other statutory directions and guidance and/or the RIS that Highways England has contravened or is contravening.

1.8. The amount of any fine will be determined on a case-by-case basis, taking account of the seriousness of the contravention, ensuring it is proportionate, and considering any mitigating factors. The policy being consulted on notes that “Wherever possible we want to avoid a situation where a fine results in money being taken out of the business that would otherwise be spent on the network. While decisions on how to fund a fine are ultimately for Highways England, it may be appropriate for us to consider limiting the size of a fine so that if it chose to do so, Highways England could fund it from management remuneration.”

2. Proposals

2.1. This section covers the questions being asked in the consultation and a suggested response from Norfolk County Council. Cabinet is asked to agree the response. Views of Select Committee on the draft response below will be reported orally to Cabinet so that they can be taken into account.

2.2. **Question 1:** Do you agree with our approach in setting out a single document covering our monitoring framework and enforcement policy?

Suggested response

Norfolk County Council agrees that setting out the monitoring framework and enforcement in a single document is a straightforward way of setting out the issues and makes the information easier to access with it all being in one place.

However, Norfolk County Council is concerned that the policy does not give ORR the ability to effectively hold Highways England to account.

The schemes of most importance to Norfolk in RIS1 are improvements on the A47 comprising dualling schemes from Blofield to Burlingham and Easton to Tuddenham, and junction improvement schemes at the A11/A47 Thickthorn, Norwich, and in Great Yarmouth. We are now almost at the end of the RIS1 period and none of these schemes have been delivered. The dates published on Highways England’s website show a programmed start on Thickthorn Junction in 2020/21, and the two dualling schemes starting in 2021/22 and 2022. However, for the Great Yarmouth Junction schemes no dates at all are published.

The County Council has worked closely with Highways England and has regularly offered advice and assistance in an effort to accelerate delivery. As the local transport authority, we are well aware of the issues with regard to the strategic nature of the road as well as local issues including traffic and highways, environmental concerns and connections important for local communities and non-motorised road users. We have seen however a

constant churn in representation from Highways England and their consultants coupled with a lack of knowledge about the county due to the geographical remoteness of Highways England's operations from Norfolk.

Progress in development and delivery of the schemes has been agonisingly slow. Norfolk County Council is extremely concerned about the ability of Highways England to deliver such projects. Despite repeated assurances from Highways England senior managers (that the schemes will be delivered as per the commitments) we cannot see how construction will start to the published dates. As well as the delay, we have concerns that the funding for the projects – because they are now being delivered in RIS2 – will come out of the budgets for RIS 2 and hence reduce the funding available to deliver the next round of the programme.

Too often the challenge to support measures to create economic growth and housing/jobs delivery is not met with a commitment from Highways England.

Norfolk County Council considers that the ORR should be able to meaningfully intervene on projects such as this (either at an individual scheme level, or clusters of schemes such as those on the A47), rather than only on “systemic and significant issues” as is set out in the document. And that this intervention should be at the earliest stage.

In addition to ORR focussing on geographical clusters of schemes, we believe that there needs to be better mechanisms to ensure that the performance of Highways England is improved so that, for example, where issues are identified such as slippage in delivery, remedial action can be taken to ensure effective delivery and work can be accelerated to achieve original programme dates.

Norfolk County Council supports the range of measures set out in the document including the staged approach of routine monitoring and assessment, investigation and early resolution and ultimately enforcement. However, the council is not aware of the effectiveness of the mechanisms available to ORR and whether in practice they will be effective in holding Highways England to account.

We support the sanction of fines especially where this is funded from management or contractor remuneration. We do not consider that fines should be sanctioned where they will only in effect reduce the amount of funding available to Highways England for scheme delivery.

The County Council also considers that, as well as focussing on Highways England's delivery of the RIS (paragraph 2.3 of the consultation), the holding to account should also be rigorously applied to delivery of Highways England's plans as set out in its strategic business plan and delivery plan, as referred to in paragraph 2.6 of the consultation. By doing this, it will ensure that issues that cause continued concern at a more local level, such as maintenance, road closures and generally poor liaison, can be adequately addressed.

- 2.3. **Question 2.** Do you agree that we should focus on early resolution to resolve issues wherever possible?

Suggested response

Norfolk County Council agrees that ORR should focus on early resolution wherever possible. Early resolution could help to resolve and overcome, at an early stage, some of the issues described in our response to Question 1.

- 2.4. **Question 3.** Do you agree with our proposal to include hearings as a tool in our policy?

Suggested response

Norfolk County Council strongly supports this. The County Council believes that this should be able to take into account the views of localities, especially those of the local transport authority and other representative groups such as local councils. These hearings should not be to decide the details of the schemes, but to examine the performance of Highways England in reaching the decisions.

- 2.5. **Question 4.** Do you agree that a fine should always be a last resort?

Suggested response

Norfolk County Council supports the sanction of fines where this is funded from management or contractor remuneration. We do not consider that fines should be sanctioned where they will only in effect reduce the amount of funding available to Highways England for scheme delivery as this would unfairly penalise areas where performance is unacceptable.

- 2.6. **Question 5.** Do you agree that we should seek to avoid taking money out of the business that would otherwise be spent on operating and maintaining the network and, where appropriate, consider setting fines at a level that enables Highways England to fund them from management remuneration?

Suggested response

Norfolk County Council supports this approach; see answer to Question four.

3. Impact of the Proposal

- 3.1. Responding to the consultation will ensure more effective development and delivery of major transport schemes being delivered on some of the most important roads in the county.

4. Evidence and Reasons for Decision

- 4.1. Norfolk County Council has worked hard to achieve government commitment to improvements on trunk roads. However, performance in delivering the current round of schemes on the A47 has been agonisingly slow and there is concern about the effectiveness of Highways England's delivery. We are anticipating that the subsequent trunk road programme, for 2020 to 2025, will

be announced soon. This review by ORR provides an opportunity to ensure more effective delivery of these important schemes.

5. Alternative Options

- 5.1. If the County Council chooses not to respond to the consultation it means that the opportunity is lost to outline our concerns and contribute to ensuring better performance in the future.

6. Financial Implications

- 6.1. No financial implications for the County Council. Any fines that the ORR impose on Highways England will be paid into the Consolidated Fund (the government's general bank account).

7. Resource Implications

- 7.1. **Staff:**

None

- 7.2. **Property:**

None

- 7.3. **IT:**

None

8. Other Implications

- 8.1. **Legal Implications**

None

- 8.2. **Human Rights implications**

None

- 8.3. **Equality Impact Assessment (EqIA)**

None. Equality Impact Assessment will be undertaken by Highways England as part of their work in development of the schemes. A range of social, environmental and economic impacts will be considered by the county council in responding to consultations by Highways England on individual scheme proposals.

- 8.4. **Health and Safety implications**

None

- 8.5. **Sustainability implications**

8.6. None. Sustainability implications will be considered by Highways England as part of their work in development of the schemes, and also by the county council in responding to consultations by Highways England on individual scheme proposals.

8.7. **Any other implications**

None

9. Risk Implications/Assessment

9.1. No significant risks have been identified for the county council in responding to this consultation.

10. Select Committee comments

10.1. These will be reported orally to Cabinet.

11. Recommendations

11.1. **1. To agree the response to the consultation.**

12. Background Papers

12.1. Holding Highways England to Account

ORR's monitoring framework and enforcement policy for Highways England (consultation version)

06 January 2020

<https://orr.gov.uk/highways-monitor/road-consultations/consultation-on-holding-highways-england-to-account>

Officer Contact

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

Officer name: David Cumming **Tel No.:** 01603 224225

Email address: David.cumming@norfolk.gov.uk



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.

Cabinet

Item 10

Decision making report title:	Norwich Western Link
Date of meeting:	03 February 2020
Responsible Cabinet Member:	Cllr Martin Wilby (Cabinet Member for Highways, Infrastructure and Transport)
Responsible Director:	Tom McCabe – Head of Paid Service and Executive Director, Community and Environmental Services
Is this a key decision?	Yes

Introduction from Cabinet Member

The County Council, at its meeting in December 2016, agreed a motion which stated ‘...Council recognises the vital importance of improving our transport infrastructure and that this will help to deliver the new jobs and economic growth that is needed in the years ahead.’ The motion also stated that the ‘Council also recognises the importance of giving a clear message of its infrastructure priorities to the government and its agencies, and so ensure that there is universal recognition of their importance to the people of Norfolk.’ The Norwich Western Link (NWL) was included as one of three priority infrastructure schemes and is in the Norfolk Infrastructure Delivery Plan 2017-2027.

In July 2019, the project was confirmed as a regional priority by Transport East, and a Strategic Outline Business Case has been submitted to the Department for Transport (DfT). We hope to receive confirmation of provisional entry to the DfT’s Large Local Majors programme soon. The next step in the DfT process will be to submit the Outline Business Case, which is planned for October this year.

This report now sets out the next stages for the project and specifically seeks Cabinet’s approval to the proposed procurement process and timescales as set out. The proposals build on the learning and experience gained from other major projects, including the Great Yarmouth Third River Crossing.

Following the development of the design since the preferred route announcement it is also proposed that a further public consultation is completed in the Spring this year. The intention is to gain feedback on the project development so far, and for this feedback to be used to inform the design of the project by the bidders during the procurement process. This will enable the design to be taken forward to the planned pre-application consultation at the end of 2020/early 2021, ahead of the planning application being submitted.

Recommendations

1. To approve the contracting strategy outlined in this report and agree that an OJEU (Official Journal of the European Union) contract notice should be published in due course.
2. To agree the proposed approach to social value.
3. To agree the proposed high-level evaluation criteria set out in this report.
4. To delegate to the Executive Director of Community and Environmental Services authority to approve the detailed evaluation criteria and weightings, in consultation with the Cabinet Member for Highways, Infrastructure and Transport and the Head of Procurement, taking account of the views of the Norwich Western Link Member Working Group.
5. To proceed with a public consultation on the emerging details of the preferred route.

1. Background and Purpose

1.1. Background

- 1.1.1. There are ambitious transport plans for Norwich, developed and already being delivered as part of 'Transport for Norwich' (TfN). This has provided focus on delivering increased levels of public transport usage and supporting people to walk and cycle where journey distances are appropriate. The TfN plans also acknowledge that Norfolk is a rural county, where car use is still often essential, and therefore seeks to incorporate this by encouraging better use of the existing park and ride facilities between the city outskirts and centre.
- 1.1.2. Through TfN, the County Council made an application to the DfT as part of the Transforming Cities Fund (TCF). The fund aims to provide infrastructure that makes it easier for people to access jobs, training and retail, and to respond to issues around air quality. This is a major investment opportunity to continue and accelerate the delivery of TfN. The Council was successful in its application and received funding towards six Tranche 1 schemes which will promote intra-city connectivity and significantly improve public and sustainable transport in Greater Norwich.
- 1.1.3. The County Council has recently submitted the Strategic Outline Business Case (SOBC) for Tranche 2 of TCF funding. The submission includes an ambitious programme of works which aims to make significant improvements in the level of public transport services available within the Greater Norwich area. In addition to this, a series of walking and cycling improvements across the area is proposed. In combination these improvements aim to reduce reliance on private cars to access areas of employment and education.
- 1.1.4. Part of the plan to improve the way people travel is to provide improved transport infrastructure so that trips that don't need to be routed through the city have viable alternatives, such as the outer ring road, associated radial routes and Broadland Northway. The NWL forms part of this improved infrastructure. It is expected that the emergence of the Transforming Cities funding, to be delivered between 2019 and 2023, will enable the transport plans for Norwich to be significantly accelerated. To

maximise the benefit the Council needs to consider and improve the wider transport infrastructure.

- 1.1.5. Large-scale housing and employment development is planned or being delivered to both the north and south west of Norwich - such as employment development at the Norwich Research Park (NRP) and in the Food Enterprise Zone (FEZ) and Airport areas. These locations provide a strategically significant focus for employment and business development to the north of Norwich, and major housing growth is planned or under way at Hethersett, Cringleford, Costessey and Easton. The emerging Greater Norwich Local Plan could further increase development in the area above that already planned.
- 1.1.6. There remains a significant physical barrier to traffic movements to the west of Norwich. The traffic issues highlighted by communities that were prevalent when the 2005 decision was taken to proceed with the Broadland Northway have become more pronounced with the passage of time, and since the completion of the project. There are no suitable alternative routes between Broadland Northway and the A47 and the physical and environmental challenges that the area presents have left this area without a Primary A-Road Standard route to cater for demand of in excess of 45,000 journeys per day.
- 1.1.7. The NWL is complementary to the TfN programme and would provide an important link between housing and employment sites in and around Norwich, a major growth area for the wider region. It would provide a direct, high-standard transport link between the western end of the A1270 Broadland Northway and the A47, reducing the need for traffic to enter the city and alleviating local transport issues within the western area of Greater Norwich.
- 1.1.8. Adjoining the NWL route, Highways England have confirmed a committed scheme to dual the existing A47 between North Tuddenham and Easton with a start of construction planned in early 2022. Highways England are also planning to deliver committed improvements to the A47/A11 Thickthorn Interchange and dualling of the A47 from Blofield to North Burlingham. The A47 Alliance have also set out their ambition to see the entire A47 completed to dual carriageway standard from Lowestoft to the A1 at Peterborough, which will remove existing constraints on traffic movements to and from Norwich from the west.
- 1.2. Latest position
 - 1.2.1. In July 2019, Cabinet agreed that a road-based transport intervention is the most appropriate solution to address the identified transport issues affecting the area and selected Option C as the preferred route for the Norwich Western Link. This enabled the Council to make a Preferred Route Announcement (PRA).
 - 1.2.2. Following this announcement, further design and environmental assessment work is being undertaken on the preferred route. This includes a substantial number of further environmental / ecological surveys, along with topographical, geotechnical and other work to inform the scheme design and potential mitigation. In addition, data has been compiled to update the traffic model, including traffic counts. This will provide a robust evidence base for further assessment of the preferred option,

production of the Outline Business Case (OBC) and submission of a planning application.

- 1.2.3. In parallel to the preferred route decision, the Strategic Outline Business Case (SOBC) was submitted to DfT via Transport East at the end of July 2019, after Transport East identified NWL as a regional priority Large Local Major (LLM) scheme. DfT requested some clarifications on the relationship with the adjoining A47 dualling scheme and the TCF application, and on the environment and sustainable transport. An updated SOBC and accompanying letter were submitted to DfT on 2 December 2019 in accordance with DfT timescales.

Following the above, conditional approval (acceptance) of the SOBC by DfT is expected in early 2020.

- 1.2.4. The NWL delivery will consider a package of additional sustainable transport interventions to complement the highway scheme known as the Sustainable Transport Strategy (STS). The STS is currently being developed and will seek to encourage active and healthy travel and uptake of public transport within the western Greater Norwich area, focussing on stimulating more sustainable modes for shorter distance trips. The STS will also look to complement and link with the TfN / TCF programme of work to maximise cross-project benefits. Additionally, traffic mitigation measures required to respond to changes in traffic movements as a result of the scheme form part of the STS.
- 1.2.5. STS workshops have taken place with interested stakeholders including access groups, public transport operators and communities that may be affected by the scheme.

1.3. Purpose

- 1.3.1. The purpose of this report is to seek approval to commence the procurement process for the detailed design and construction of the project. Details of the procurement strategy are presented and appraised along with an outline of the evaluation criteria for consideration.
- 1.3.2. Furthermore, in order to better inform the design development, a non-statutory public consultation is proposed in spring 2020, in addition to the planning pre-application consultation in winter 2020. A precis of the proposals for this consultation is set out, including proposed timescales and information to be presented.
- 1.3.3. The report also sets out the work required in the next financial year to progress through the procurement process towards submission of a planning application for the scheme, including the public consultations highlighted above.

1.4. Project objectives

- 1.4.1. 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. It is considered that the objectives reflect the issues and opportunities identified within the previous project reports and engagement with local communities.

1.4.2. The Department for Transport's Transport Analysis Guidance, the Transport Appraisal Process (May 2018) states that objectives should generally be as SMART (Specific; Measurable; Achievable; Realistic; Time-defined) as possible, given the nature of the evidence available at this stage of the process, and may need to evolve as further evidence is collected. Therefore, a review was undertaken of the established high-level and strategic objectives, against this requirement. This has resulted in updates to the objectives as below.

1.4.3. Although the number of objectives has reduced, the aims of the original objectives have been retained through the review, including through the achievement of the strategic outcomes.

1.4.4. **Updated High-Level Objectives:**

- H1 Support sustainable economic growth
- H2 Improve the quality of life for local communities
- H3 Promote an improved environment
- H4 Improve strategic connectivity with the national road network

1.4.5. **Updated Strategic Objectives:**

1.4.6. The associated strategic outcomes below have been developed to better define our aspirations and ensure they are more transparent and measurable.

Strategic Objective	Strategic Outcomes
S1 Improve connectivity and journey times on key routes in Greater Norwich.	<ul style="list-style-type: none"> • Improve journey time and journey time reliability, on routes through the area west of Norwich • Reduce congestion and delay through the area west of Norwich • Reassignment of traffic away from existing routes reducing delay and congestion improving existing accessibility. • Reduce emergency response times • Improve network resilience • Provide a more-suitable direct route for HGV/LGV vehicles • Reduce trips on local minor roads for vehicular traffic
S2 Reduce the impacts of traffic on people and places within the western area of Greater Norwich	<ul style="list-style-type: none"> • Reassignment of trips onto appropriate routes • Reduce noise impacts in built-up areas • Improve Non-Motorised User connectivity • Improve air quality in built-up areas • Minimise traffic impacts on local residents during construction in the vicinity of the scheme

S3 Encourage and support walking, cycling and public transport use	<ul style="list-style-type: none"> • Increase in number of trips taken by walking, cycling and public transport • Increased access to public transport, walking and cycling facilities
S4 Improve safety on and near the road network, especially for pedestrians and cyclists	<ul style="list-style-type: none"> • Reduced overall network accident rate • Reduce the number of people killed or seriously injured on roads in the area west of Norwich • Minimise highway safety impacts and severance during construction
S5 Protect the natural and built environment, including the integrity of the River Wensum SAC.	<ul style="list-style-type: none"> • Biodiversity Net Gain • Minimised impact on landscape • Minimised impact on heritage • Not affect the integrity of the River Wensum SAC • Minimise impact of scheme on climate change • Minimise adverse environmental impacts arising from construction
S6 To improve accessibility to key sites in Greater Norwich	<ul style="list-style-type: none"> • Improved accessibility to Norwich International Airport, Norfolk & Norwich University Hospital and key employment and education sites • Improved accessibility to green areas • Improved access to the cycle and Public Rights of Way network

2. Proposals

2.1. Work next financial year

2.1.1. To progress with scheme development to the agreed programme a number of workstreams are required in the next financial year. The principal items of work are as follows:

- Conduct a non-statutory consultation on the latest scheme proposals;
- Undertake the procurement process to select a Design and Build Contractor;
- Complete the update of the Norwich Area Transportation Strategy (NATS) traffic model utilising the most recent traffic count data;
- Completion of the Outline Business Case for submission to Department for Transport;
- Conduct a pre-planning application public consultation;
- Preparation of the planning application, Compulsory Purchase Orders and Side Road Order.

2.1.2. These items are supported by ongoing work comprising stakeholder liaison, ecology and environmental studies, traffic modelling and engineering design work.

2.2. Consultation

- 2.2.1. Following the PRA in July 2019, the route alignment has been developed to take account of environmental / engineering survey work and landowner constraints. While a pre-planning application public consultation is planned for late 2020, it is proposed to undertake a public consultation before then on some specific elements of the developed design.
- 2.2.2. The proposed consultation on specific elements is scheduled to take place in Spring 2020 for 4 weeks. The information presented will focus on the highway and proposals for local roads crossed by the route, along with details of the emerging sustainable transport strategy. Details of the viaduct, construction methodology and traffic/environmental mitigation will not be included in the consultation as further design development and contractor input are required on these elements. Such details will be presented in the pre-planning application consultation scheduled for late 2020/early 2021.
- 2.2.3. The results of the consultation will be used to further develop the scheme design and form part of the procurement process and dialogue with shortlisted bidders, thus enabling the contractors to take account of the feedback in their design and tender submissions.

2.3. Procurement

This area of work is being led by the NCC Procurement Team who have undertaken a similar exercise on the Great Yarmouth Third River Crossing scheme.

2.4. Commercial viability

- 2.4.1. It is important that the tendering process attracts sufficient capable bidders. The scheme will require a complex mixture of skills, and this will mean that each bidder may need a number of supply chain partners.
- 2.4.2. We have consulted the industry, with initial engagement via a Prior Information Notice (PIN) placed on 1st October 2019, leading to a market engagement day held in Norwich on 7th November 2019, attended by 18 potential bidders and supply chain partners.

2.5. Contracting strategy

- 2.5.1. The contracting strategy sets out how the scheme will be procured, the form of contract and the approach to other significant commercial issues.
- 2.5.2. In arriving at the proposed approach, we have kept a sharp focus on the need to minimise risk and achieve excellent value for money for the Council, as well as applying industry best practice.

2.6. Procurement approach

2.6.1.

Issue	Approach	Rationale
Procurement route	Two-stage design & build. The contractor will receive a fee to work up the detailed design in parallel with the planning and statutory orders process, and to provide technical input to that process. Insofar as that process requires design changes compared to the initial design, these will result in the price being varied.	<p>Making the contractor responsible for the design places the onus on it to develop a design which is 'buildable', rather than multiple changes being required to allow the design to be built, all of which result in the contractor having the opportunity to revise its price.</p> <p>Under two-stage design and build, if there is no change in the client's requirements the Contractor must resolve any necessary design changes.</p>
Division into lots	Single lot	<p>The two-stage design and build approach requires that design and works are let under a single contract.</p> <p>Sub-dividing the works – for example, separating the highway works from the construction of the viaduct – would be likely to lead to problems at the interface between the two projects. There is significant risk associated with coordination of this interface which could result in significant additional cost to the project delivery.</p>

Procurement procedure	Competitive Dialogue procedure	<p>There are three possible routes: restricted procedure, competitive dialogue and competitive procedure with negotiation.</p> <p>Restricted procedure is ruled out as it allows no substantive discussion with bidders. This would be very high-risk in a project of this complexity.</p> <p>There are few substantive differences between the two competitive procedures, but competitive dialogue is slightly more flexible in the closing stages, is the Council's standard approach to complex procurements, and is well understood by the industry. It is therefore the lower risk option.</p>
Degree of Client design	Undertake a material amount of client design on the cross-country route whilst largely leaving viaduct design to the Contractor (within defined parameters)	<p>The room for Contractor innovation on the cross-country route is limited so it makes more sense for the client to undertake a design which the Contractor can tender for. Conversely, Contractors will need to determine how best to construct the viaduct – depending on their favoured plant and techniques – and this will influence the design of the viaduct.</p>
Basis of selection questionnaire	We will base the selection questionnaire (used to arrive at a shortlist of 3 bidders) on PAS91:2017, <i>Construction prequalification questionnaires</i> , with suitable project-specific supplementary questions.	This publicly available specification (PAS) is the latest version of the industry standard and is suitable for this project. Using it will minimise bidders' costs.

<p>Number of bidders to be taken through into detailed dialogue</p>	<p>Three bidders to be taken through</p>	<p>We need sufficient bidders in the detailed dialogue to maintain competition and manage the risk if one bidder drops out.</p> <p>But if we have more than three bidders at this stage, potential bidders may decline to take part because they will see the odds of winning as too poor to justify the bid costs. From our point of view, having four bidders at this stage would increase our costs, lengthen timescales and be hard to manage.</p>
<p>Payment of bidders for design work</p>	<p>We will pay each of the three shortlisted bidders a contribution towards their design costs, provided that they submit a valid tender.</p>	<p>We will be using the design proposals worked up during the competitive dialogue to help inform our submission to the planning process. In recognition of this we will defray a proportion of bidders' costs, to encourage adequate competition and avoid deterring bidders.</p>

2.6.2. The proposed contractual form and scope is set out in the table below.

Issue	Approach	Rationale
Form of contract	<p>NEC4 Engineering and Construction Contract (ECC)</p> <p><i>(The New Engineering Contract (NEC) is a formalised system created by the Institution of Civil Engineers that guides the drafting of documents on civil engineering and construction projects for the purpose of obtaining tenders, awarding and administering contracts.)</i></p>	<p>For the Great Yarmouth Third River Crossing we consulted the industry about use of the NEC contract suite versus other contract forms. There was overwhelming support for NEC because other forms of contract are not well understood in the industry.</p> <p>We similarly lack understanding of the other forms of contract, which would introduce risk.</p> <p>The NEC3 contract was introduced in 2005 and superseded by NEC4 in June 2017. NEC4 deals with a number of issues with the NEC3 contracts, which we would otherwise have to manage by introducing our own variant clauses. The introduction of variant clauses is likely to be riskier than using the new form of contract, which has undergone extensive expert review based on experience of NEC3.</p> <p>NEC4 also has the advantage that it eliminates the concept of a working area overhead which, based on experience on the Broadland Northway project, can lead to commercial issues associated with project costs.</p>
NEC4 main option for stage one	<p>We propose to use Option A (priced contract with activity schedule) for stage one (the design and approvals stage) except for reactive work associated with the planning and other statutory processes.</p>	<p>Option A is the recommended option where the client is able to define its requirement accurately. In this instance, the requirement is clear: in essence, to design the works in accordance with the performance specification</p>

<p>NEC4 main option for stage two</p>	<p>We propose to use Option C (target cost contract) for stage two (the construction stage)</p> <ul style="list-style-type: none"> • A target cost will be agreed at the end of stage one. • Any 'pain' or 'gain' in the final costs will be shared between council and contractor, on a pre-agreed basis, to incentivise both parties • A gain-share mechanism will be put in place to encourage the contractor to work with us to reduce the target cost during stage one, through detailed design and the tendering of subcontracts. 	<p>This approach provides for an incentivised arrangement that drives all involved in the project to reduce costs.</p> <p>Whilst this approach does not 'fix' the cost of the project, or avoid budget increases, a key part of the project analysis will include a detailed review of risk allocation as part of the target cost development, to which we will apply the lessons learned from the NDR and more recently the Great Yarmouth Third River Crossing. Independent consultants have been appointed to assess this as part of the project development.</p> <p>A fixed price contract would see a significant allocation of risk included in the upfront cost of the project, which would be paid whether all those risks occurred or not.</p>
<p>Form of contract for stage one (design)</p>	<p>NEC4 ECC option X22</p>	<p>There are two options for stage one: to sign a separate NEC professional services contract, or to use the X22 option within the main NEC4 contract.</p> <p>The X22 option allows us to instruct the contractor to proceed with stage two once the target cost is agreed, provided that that cost is satisfactory. Using this built-in option is simpler than writing two contracts and attempting to integrate them.</p>

Specification	<p>Based on the DfT <i>Specification for Highway Works</i>.</p> <p>Because this is a design and build contract, the contractor's designer will be responsible for completion of aspects of the works specification in accordance with its design. It will do so in conformance to the performance specification developed by the council and its advisers.</p>	<p>The DfT specification is the industry standard and is an integrated system including the standards for the works and the approach to testing.</p>
---------------	--	--

2.7. Other commercial issues

2.7.1. Our approach to other significant commercial issues is set out below

Ultimate holding company guarantee	We will require an ultimate holding company guarantee	An ultimate holding company guarantee protects us against a contractor avoiding its liabilities by winding up the company that would otherwise be liable.
Delay damages	We will require delay damages to cover the cost of keeping our project team mobilised for any delay period.	A delay in completing the project does not have a direct monetary impact on the authority, other than the cost of its project team.
Performance bond	We will require a performance bond.	In view of the continuing risk of contractor insolvency in the construction industry we will require a performance bond.
Retention	We will not retain any part of the price	Retentions have a significant impact on cash flow and as such are usually limited such that they are of limited effect. This means that the administrative burden outweighs their effectiveness.

2.8. Social Value

2.8.1. This is a works procurement and as such is not subject to the Public Contracts (Social Value) Act 2012. Nevertheless, it is appropriate to consider how social value (the economic, social and environmental well-being of the area) might best be promoted via the scheme.

- 2.8.2. Social value in the form of economic and social benefits deriving from better connectivity– as set out in the high-level and scheme objectives - is intrinsic to the scheme.
- 2.8.3. From the point of view of the procurement, therefore, the challenge is to secure additional benefits from the way in which the scheme is delivered. These include:
- mitigating the environmental impact of construction and of the constructed scheme and achieving Biodiversity Net Gain;
 - mitigating the impact of construction on local residents and businesses and on traffic; and
 - promoting local employment, apprenticeships and supply.
- 2.8.4. The proposed approach is set out below.
- 2.9. Environmental considerations
- 2.9.1. Since the PRA in July 2019, further work has been undertaken on the environmental mitigation measures which will form part of the NWL scheme and achieve Biodiversity Net Gain.
- 2.9.2. Ecological and environmental surveys are ongoing along the preferred route corridor. The scope of the ecology surveys has been agreed with the ecology specialists within Norfolk County Council and Natural England to ensure a robust baseline is established.
- 2.9.3. Aspects of the scheme that deliver biodiversity net gain will be included in the specification or will be added later through change control where they cannot be specified precisely prior to detailed design – for example, because of the need for landowner negotiations to obtain land where planting can be undertaken.
- 2.9.4. Construction work has the potential for significant environmental impacts. High minimum standards will be set, and the Construction Environmental Management Plan (CEMP), to be produced by the Contractor, will specify industry good practice measures that will be implemented during the construction phase to ensure minimal impact on ecological and other environmental features. This will be considered in the tender process as part of the evaluation of the construction methodology.
- 2.9.5. Bidders' proposals to minimise the impact of construction activity on local residents and businesses and on traffic will also be scored as part of tender evaluation.
- 2.10. Local employment and apprenticeships
- 2.10.1. We propose to dialogue with contractors on the appropriate level of apprenticeships to be delivered under the contract and then set a common standard across bidders.
- 2.10.2. We propose that the promotion of local sub-contracting form part of the award criteria.

2.11. Evaluation Criteria

2.11.1. The proposed evaluation criteria for tender award are as follows.

Criterion
<u>Technical</u>
Health and safety
<p>Engineering design, such as</p> <ul style="list-style-type: none"> • Organisation, experience and qualifications of key engineering design personnel • Ease and safety of maintenance and minimisation of whole-life maintenance costs • Achievement of environmental objectives for the operational phase
<p>Architectural design, such as</p> <ul style="list-style-type: none"> • Experience and qualifications of key architectural design personnel • Evidence of robust design decision-making to inform design & access statement • Aesthetic quality of proposed viaduct design
<p>Construction methodology, such as</p> <ul style="list-style-type: none"> • Organisation, experience and qualifications of key construction personnel • Environmental management – relevant parts of Construction Environmental Management Plan • Approach to viaduct installation, working in flood plain and protecting the flood plain and the SAC • Logistics • Traffic management • Working with others, including the A47 dualling contractor
<p>Supply chain, such as</p> <ul style="list-style-type: none"> • Experience and qualifications of contractor’s commercial personnel • • Approach to tendering packages • Arrangements to encourage bidding by local suppliers
<p>Programme, such as</p> <ul style="list-style-type: none"> • Sequencing • Robustness and realism of proposed programme

Commercial

Price, composed of:

- Price for Stage One (Phase One) Lump Sum Work (preparation for the planning process)
- Price for notional basket for Stage One (Phase Two) Cost Reimbursable Work (response to the planning process)
- Price for Stage One (Phase Three) Lump Sum Work (detailed design and costing)
 - Including priced Contractor's risks
 - Including price of a notional compensation event
- Price for Stage Two Work
 - Including priced Contractor's risks

Including price of a notional compensation event

Robustness of price:

- Detail and realism of Contractor's priced risks
- Detail of sub-contractor quotations for key packages and alignment with commercial terms in contract

2.12. Procurement timescales

2.12.1. The estimated procurement timescale from placing of the Official Journal notice is as follows.

Procurement Activities	Cumulative weeks
OJEU notice issued	0
Clarification deadline	3
Closing date for PQQs (30 days after OJEU issued)	5
Evaluate and shortlist to 3 (allowance made for Easter period)	8
Shortlisted bidders submit drawings and documents for review/feedback by the County Council	17
<i>Note: there will be regular checkpoint meetings during this period</i>	
Bidders submit their updated design and initial pricing	24
Dialogue sessions on design and price	26
Close dialogue & issue Invitation to Tender	27

Bidders prepare their final tender (3 weeks includes time for internal sign-off)	30
Council evaluates tenders (2 weeks)	32
Approval	33
Issue standstill letters	33
Standstill ends	35
Award contract	35

3. Impact of the Proposal

- 3.1. This will enable the scheme to continue with the appointment of a design and build contractor at an early stage of the project to ensure the delivery programme is maintained and provide confidence in the deliverability of the project ahead of finalising and submitting the planning application.

4. Evidence and Reasons for Decision

- 4.1. Procurement will enable the D&B contractor to be engaged to allow them to feed into statutory process and provide robust costs and construction methodology, thereby reducing the project risks. This approach has been developed following practice developed from other major projects, notably the Great Yarmouth 3rd River Crossing.

5. Alternative Options

- 5.1. If the procurement process is not to be undertaken as proposed the scheme would have to advance through planning application and other approvals without input from the Contractor who will ultimately construct the scheme. As actual construction methodologies / techniques to be used will be unknown it is expected to be more difficult to satisfy the relevant authorities given the significant environmental constraints that need to be dealt with. This would also present more commercial disadvantages to the Council as the eventual chosen contractor would not have had early input to define the most economical solution. It was also expected that late design and construction changes could result in increasing commercial risk to the Council.
- 5.2. Waiting to consult on specific details of the design until November 2020 would increase the risk of late design changes, which may cause delays to submission of the planning application along with increased costs for amendments to the Environmental Impact Assessment / Environmental Statement and additional Contractor input.

6. Financial Implications

- 6.1. The preferred route provides 'High' value for money in accordance with DfT criteria.

- 6.2. The DfT guidance requires a minimum of 15% local funding contribution. Consideration and engagement with potential funding sources has commenced to identify opportunities to meet this requirement as the scheme progresses.
- 6.3. The Council has regular dialogue with DfT and the team responsible for the Large Local Majors (LLM) programme. Transport East have identified the NWL as a regional priority. The LLM programme is for schemes to be started in the 2020-25 window with funding from the National Roads Fund.
- 6.4. It is expected that conditional approval of the NWL from DfT as an LLM will be announced prior to placing the OJEU notice. However, if conditional approval is not received, the OJEU notice date will be reviewed by the Project Board, Cabinet Member for Highways, Infrastructure and Transport and the Leader.
- 6.5. Once conditional approval is received, we will be able to draw down on DfT funding for development of the scheme.
- 6.6. If we are unsuccessful in obtaining funding at this stage, there would be a need to review future opportunities and determine the risks around expenditure potentially needing to be considered as a revenue cost if the project does not get delivered.
- 6.7. A Business Rate Pool funding application was submitted in January 2020 for works to be completed to December 2020. This has the potential to provide up to 50% of the scheme development costs in this period.
- 6.8. The updated FY2020/21 scheme development costs have been reviewed and are estimated as set out below:

Procurement	£637,074
Design	£931,085
Statutory process	£1,940,735
Outline Business Case	£544,784
Total	£4.055m

- 6.9. The updated estimate reflects the updated procurement strategy and planned consultations within 2020/21.
- 6.10. The cost estimates determined to date are based on the level of information commensurate with this stage in the project delivery process. As the project progresses the level of detail supporting the estimates will increase, enabling their ongoing refinement, necessary to support the Outline Business Case.
- 6.11. In addition to the costs to develop the scheme set out in paragraph 6.8, there are likely to be costs of acquiring land for the scheme this is currently estimated to be £2.98m for 2020/21. The cost estimates for the scheme exclude Part 1 claims under the Land Compensation Act in accordance with DfT rules, as they cannot be quantified at this stage.

7. Resource Implications

7.1. Staff:

- 7.1.1. The project requires a dedicated delivery team. This has been developed utilising specialist input provided by the in-house Infrastructure Delivery Team, supported by WSP (the highways service term consultants), specialist legal advisors (including nplaw), and contract administration and cost specialists.

7.2. Property:

- 7.2.1. None directly, but note detail relating to blight is highlighted within the previous Norwich Western Link report to Cabinet dated 15 July 2019 sections 8.1.2 & 8.1.3. The report can be shown using this [link](#).

7.3. IT:

- 7.3.1. None

8. Other Implications

8.1. Legal Implications

- 8.1.1. All procurement projects carry with them a risk of legal challenge. The Council has adopted good procurement practice to manage this risk and fully comply with procurement law. This project has been and will continue to be supported by the Council's procurement team as well as nplaw and such external advisers as necessary.

8.2. Human Rights implications

- 8.2.1. The contract will contain appropriate clauses to mitigate risks associated with modern slavery in the supply chain. No human rights issues are directly associated with the procurement process itself.

8.3. Equality Impact Assessment (EqIA)

- 8.3.1. No significant equalities issues directly associated with the procurement have been identified. The contract will contain appropriate clauses to mitigate risks associated with equalities in the workforce.

8.4. Health and Safety implications

- 8.4.1. The NWL will encourage a reassignment of traffic away from existing lower standard routes onto the new high standard highway link proposed between the A47 and A1067. It is expected that this will produce an overall reduction in accidents in the study area and deliver a beneficial outcome.
- 8.4.2. The removal of some through traffic from villages in the study area has the potential to realise further health benefits, through local improvements in air quality and by making cycling and walking more attractive.

- 8.4.3. Any construction contract on this scale requires a rigorous approach to health and safety at all stages. Appropriate advice will be obtained from the health and safety team.
- 8.5. **Sustainability implications**
- 8.5.1. Work is ongoing to develop the Sustainable Transport Strategy to increase the use of sustainable modes of transport such as walking, cycling and public transport, particularly for shorter distance trips.
- 8.5.2. Modelling has estimated that in the 2025 scheme opening year there is a net reduction of carbon emissions of 4.1% (11,9871 tonnes of CO₂) relative to the “no scheme” scenario. In the 2040 design year a marginal increase of 1.2% in carbon emissions (3,898 tonnes of CO₂) is estimated relative to the “no scheme” scenario.
- 8.5.3. The modelling does not take account of the government’s commitment to see a predominantly electrified road fleet by 2040, or the plans to increase the use of walking, cycling and public transport. The greenhouse gases assessment will be updated and presented in the Outline Business Case, programmed for October 2020, which may change the current position.
- 8.5.4. This would align with work supporting the Local Transport Plan which will need to accommodate the recent carbon reduction target adopted by Norfolk County Council, which seeks to work toward carbon neutrality within the County 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.
- 8.5.5. Current national planning policy encourages development to demonstrate Biodiversity Net Gain, and the government has committed to making this mandatory. Biodiversity Net Gain 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.
- 8.5.6. The County Council is seeking to deliver Biodiversity Net Gain as an integral part of the NWL scheme. Options and opportunities are being explored to create new and improved habitats and will be informed by ongoing environmental work.
- 8.5.7. As part of the planning application, the appointed Contractor will develop a sustainability statement which will set out how the project complies with sustainability principles, promotes sustainable design and construction practises.

9. Risk Implications/Assessment

- 9.1. The recent general election and the need for Government to deliver a 31 January Brexit could result in a delay to expected DfT funding announcements. This could potentially affect the NWL delivery programme. This situation will be monitored and a continued dialogue with DfT will be maintained.

- 9.2. The procurement process would be affected if the conditional approval stage (approval / agreement of the SOBC) with DfT is not reached. Engagement with DfT will be ongoing to understand the prospects and likely timescales of this milestone.
- 9.3. The Norwich Western Link project is currently following behind the stated timeline for the A47 North Tuddenham to Easton dualling scheme. It will therefore remain important for the project team to continue to work closely with Highways England to ensure the implications of this scheme are considered.
- 9.4. Within the NWL study area there are a number of important environmental considerations. Engagement is continuing with statutory environmental bodies to ensure any options meet the scheme objectives and minimise impacts to the environment, particularly taking account of the points already made in discussion with Environment Agency and Natural England.
- 9.5. Changes resulting from Spring consultation, if significant, may delay the procurement programme to allow the bidders to take account of the changes in their tender submission. A delay to the procurement programme will have a knock-on effect on the programme for submission of the planning application and delivery of the scheme.

10. Recommendations

- 10.1. 1. To approve the contracting strategy outlined in this report and agree that an OJEU (Official Journal of the European Union) contract notice should be published in due course.
2. To agree the proposed approach to social value.
3. To agree the proposed high-level evaluation criteria set out in this report.
4. To delegate to the Executive Director of Community and Environmental Services authority to approve the detailed evaluation criteria and weightings, in consultation with the Cabinet Member for Highways, Infrastructure and Transport and the Head of Procurement, taking account of the views of the Norwich Western Link Member Working Group.
5. To proceed with a public consultation on the emerging details of the preferred route.

11. Background Papers

- 11.1. Links to previous committee papers:
- Cabinet 15 July 2019 – Follow this [link](#)
 - EDT Committee 8 March 2019 – Follow this [link](#)
 - EDT Committee 09 November 2018 – Follow this [link](#)
 - EDT Committee 12 October 2018 – Follow this [link](#)
 - EDT Committee 20 October 2017 – Follow this [link](#) (Reports tab)
 - EDT Committee 15 September 2017 – Follow this [link](#) (item 15, page 98)
 - Business and Property Committee 08 September 2017 – Follow this [link](#) (see item 10)
 - EDT Committee 08 July 2016 – Follow this [link](#) (see item 9, page 25)
 - EDT Committee 18 September 2014 – Follow this [link](#) (see item 11, page 28)

Link to Highways England Information:

A47 North Tuddenham to Easton Improvement Scheme via this [link](#)

Officer Contact

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

Officer name:	David Allfrey	Tel No.:	01603 223 292
	Chris Fernandez		01603 223 884
	Al Collier		01603 973 560

Email address: david.allfrey@norfolk.gov.uk
chris.fernandez@norfolk.gov.uk
al.collier@norfolk.gov.uk



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.

Cabinet

Item No: 11

Decision making report title:	Life opportunity services for adults with learning disabilities and/or autism
Date of meeting:	3 February 2020
Responsible Cabinet Member:	Cllr Bill Borrett - Cabinet Member for Adult Social Services, Health & Prevention
Responsible Director:	James Bullion, Executive Director of Adult Social Services
Is this a key decision?	Yes

Introduction from Cabinet Member

This proposal has come about as a direct result of the strategy for learning disabilities; “My Life, My Ambition, My Future 2018-22”, which was produced with people with learning disabilities and their families. It says:

“People with a learning disability have the ambition, choice and opportunity to be equal members of the Norfolk Community”

We are therefore working together with people who use services to shape a future that improves the outcomes, opportunities, choice and control of people with a learning disability and/or autism, whilst delivering quality and efficient local services.

Life Opportunities is a new model is based on three pathways:

- a) Wellbeing Pathway: providing meaningful activity, social support and care for those with the most complex needs.
- b) Promoting Independence: supporting people to develop life skills and access community provision and services.
- c) Skills and Employment: supporting people to obtain paid work.

The proposals are cost neutral. NCC is committed making this change in co-production with people who use the services and the organisations that provide them.

The recommendations are:

1. **To agree the phased implementation of the Life opportunities framework.** A new model for services for people with learning disabilities has been developed, which will be called Life Opportunities. The new model is based on three pathways, reflecting the range of different outcomes people who use these services want to achieve. Providers will be supported to introduce these new pathways and it will be supported by a new contractual framework for service providers
2. **To agree to pilot the Wellbeing and Promoting Independence Pathways, before being implemented as part of the framework.** The report recommends a phased approach to the implementation of the new model. It is proposed that there are pilots of the Wellbeing and the Promoting Independence Pathways during 2020, before they are rolled out to the whole market. Norfolk County Council is committed to working alongside providers to support them to develop their services, both during the pilot process and through the wider rollout and implementation

3. **To agree the launch of the Skills and Employment Pathway, previously piloted in in 2019 following the decision in February 2019.** Whilst this report recommends pilots of the Wellbeing and Promoting Independence Pathways, there has already been a pilot of the Skills and Employment pathway. The learning from this pilot has been used to shape the recommended launch of this pathway early in 2020. The pilot demonstrated that with targeted support and a strong focus on employment, people with learning disability and/or autism can be successful in gaining employment
4. **To agree that future reports to Cabinet and Committees relating to matters of Learning Disability and / or Autism are presented in accessible formats.** The Council supports the principles of co-production and is committed to working with everyone with an interest to develop and improve services. It is an important part of that co-production process that reports leading to decisions about changes are presented in a way that is accessible to all who have contributed

Recommendations

Cabinet are recommended:

- a) **To agree the phased implementation of the Life Opportunities framework**
- b) **To agree to pilot the new Wellbeing and Promoting Independence Pathways, before being implemented as part of the framework**
- c) **To agree the launch of the employment pathway, previously piloted in 2019 following the decision in February 2019**
- d) **To agree that future reports to Cabinet and Committees relating to matters of Learning Disability and / or Autism are accompanied by an easy read version**

1. Background and Purpose

- 1.1 In July 2018, the then Adult Social Services Committee considered a report about how to implement the previously agreed radical review of learning disability day care services, which was agreed in 2016.
- 1.2 Since 2018 Norfolk County Council has engaged with people who use services and the provider market, which has produced a clear steer about what is important. The changes proposed:
 - a) respond to what people said they wanted in the Learning Disability Strategy
 - b) implement the Promoting Independence Programme - to keep people independent, resilient and well
 - c) introduce greater ambition for individuals accessing our services
 - d) address the current inconsistencies in contract payments
 - e) introduce a more robust accreditation and monitoring system to address differences in quality
 - f) offer people more choice, closer to where they live
- 1.3 There are key messages in the Learning Disability Strategy about how Life Opportunities services should work, these include that:
 - a) Services should have more focus on work skills and paid employment
 - b) Services should support people to develop life skills and promote independence
 - c) People want to feel part of their local community
 - d) People want to access local services and resources
 - e) There should be choice, as one size does not fit all
 - f) People want to support to build friendships and relationships
- 1.4 With increased focus on skills and employment, the implementation of Life Opportunities will support the ambition set out in Together for Norfolk, launched by the Executive Leader of the Council in June 2019.
- 1.5 In addition to making the changes that people tell us they need and want, the introduction of the new contractual framework will ensure that the way Norfolk County Council purchases this type of service

in the future complies with the Public Contract Regulations 2015. The new contractual framework will ensure we have contractual terms that support the delivery of the new model and a new contract performance framework.

1.6 Cabinet approval for the phased implementation of the new contractual framework is required as it is a fundamental change in the way that NCC would manage and contract with the providers working in this market.

1.7 As part this approach, Norfolk County Council plan to move away from calling these day services or day opportunities and instead the framework will be for known as 'Life Opportunities'.

2. The Proposal for Life Opportunities

2.1 This paper describes the proposal to transform Life Opportunities for adults with learning disability and / or autism and analyses the impact for Service Users and the provider market.

2.2 The model has been designed in co-production and is based on a pathways approach that caters for different levels of need. The pathways will improve experience and outcomes. People will only access one pathway at a time but will move to a different pathway as their identified outcomes progress or change.

Skills and Employment Pathway will support people into employment through a tailor employment and outcomes plan.

Promoting Independence Pathway which will support to be develop life skills; providing greater opportunities to access mainstream activities and take part in training or learning activities.

Wellbeing Pathway which supports people with complex and challenging needs which often require specialist equipment and facilities as well as specially trained staff.

2.3 **The Skills and Employment Pathway** will be implemented immediately through a tender process. Providers will be invited to submit a tender to become a provider under the Skills and Employment Pathway. To do so they will need to demonstrate that they are able to deliver a service and support that will prepare people for and support them into employment.

2.4 Providers will also be required to demonstrate their commitment to work alongside the NCC Skills and Employment Team (SET). This is a new team, that focuses on creating opportunities for paid employment. The team have strong links with adult learning and other mainstream offers of employment support such as DWP.

2.5 The SET will create employment opportunities for people who attend Life Opportunities, while Life Opportunity providers will support individuals directly. For those who are eligible for ASS support but do not attend a Life Opportunities service the new ASS 'Norfolk Employment Service' (NES) will support individuals into employment.

2.6 There will be a pilot of the **Wellbeing and Promoting Independence Pathways** during 2020. NCC will work closely with providers interested in piloting these pathways to ensure NCC has a good understanding of the requirements of delivering these pathways well before wider implementation. The pilots will look at whether these requirements differ across provider organisations of different sizes and who meet needs in different environments and settings.

2.7 Norfolk County Council will ask all current providers for expressions of interest to join the pilot. Providers will be selected to ensure that there is representation from different types of services. This will include:

- a) Size of organisations
- b) Location
- c) Type of activity
- d) Type of need met
- e) Organisation structures (social enterprises, charities, private sector)

- 2.8 Norfolk County Council will work closely with the pilot providers to gain an understanding of the operational and financial requirements of delivering their current service and whether these change with the introduction of the pilot. Norfolk County Council will work with them to understand the changes they may need to make to implement the pilot pathway. This learning will be used to design and plan the full implementation of the pathways in 2021 and beyond.
- 2.9 Current Providers will be awarded new contracts in the new framework at current cost whilst the pilot is underway, ahead of the wider rollout. This will ensure consistency for the market but will not affect providers current payment arrangements.
- 2.10 **Co-production**
In 2018 the Norfolk Learning Disability Strategy, 'My Life, My Ambition, My Future', was co-produced. It has a strong vision that all people with a learning disability and / or autism should have the ambition, choice and opportunity to be equal members of their community.
- 2.10.1 In co-producing the strategy, Norfolk County Council and Norfolk Learning Disability Partnership Board asked people about the changes that would most improve life for them over the next five years. More than 800 responses were received, via surveys (including Easy Read versions) and face-to-face events. 58% of those who responded were people with a learning disability.
- 2.10.2 Many people have told us that the thing they desire the most is to build a life for themselves that is as independent as possible, find work, live independently and form relationships. During the drop-in day (held at the Kings Centre in November 2018), the "daytime activity and employment" theme received the highest number of comments; providing officers with a good understanding about the barriers, enablers and how the wider community could play a role.
- 2.10.3 The three new pathways respond directly to this co-production feedback.
- a) The Skills and Employment pathway will support people to find work
 - b) The Promoting Independence Pathway will support people to build relationships and develop the skills they need to be as independent as possible
 - c) The Wellbeing pathway will provide care and support for people with the most complex needs to have social relationships and to participate in meaning
- 2.10.4 Going forward Norfolk County Council will work with people who use services to ensure that what is important to them is used to design new performance measures that will be built in to all contracts. This will ensure the monitoring and measurement of provider performance is built around the priorities of the people who use the service.

3. Overview of Existing Life Opportunities Provision and Providers

- 3.1 Life Opportunity Services currently offer a range of activities during the day. Services usually operate from a building, hub or site. Activities include leisure and social activities, as well as horticulture and agriculture-based services
- 3.2 Some providers support people to gain independence through work themed activities and life skills such as cooking and meal planning, dealing with money and travel skills.
- 3.3 Typically, services are offered between 9am and 5pm, Monday to Friday. The average attendance is three days per week.
- 3.4 Eligibility for a life opportunity service is an unmet eligible need, as defined by the Care Act, and access is through a Care Act assessment.
- 3.5 Around 1400 people with a learning disability use one of our existing services. There are 64 current providers.
- a) Some have 100's of people who use their service
 - b) Most are much smaller, with many having fewer than 10 people using the service
 - c) They are located in many different locations across the county

3.6 The total spend on these services is around £14 million per annum

4. Impact of proposal

4.1 People who use services and their families

With the introduction of the three pathways, people who use services will benefit from more personalised care and support, to increase skills and improve employment outcomes. These services will not only be available during the day but will in the future will also provide opportunities at the weekends and in the evenings.

4.1.1 People who use services will be supported to reach outcomes set out in their Personal Outcomes Plan, which will respond directly to the individual's Care and Support plan. Social Care staff will be able to assess the progress towards outcomes because providers will be monitoring, reviewing and focusing on individuals' outcomes.

4.1.2 Whilst changes to terms, conditions for providers will start on day one of the contract, the changes to service users will not be immediate. Whilst the Skills and Employment Pathway will be subject to a tender early in 2020, the Wellbeing and Promoting Independence Pathways will be implemented after a pilot period. This is likely to be in 2021, after the 12-month pilot.

4.1.3 Any change for people who currently use the services, either as part of the pilot or as part of the wider implementation will be planned with the person and agreed and set out in their provider support plan.

4.1.4 Commissioners will set up a co-production group to agree the best way to inform people who use service about this change. The Learning Disability Partnership Board agreed in April 2019 that a small group of people who currently use services should be involved in designing the most appropriate means of communication; this could be in the form of a poster or an easy-read letter from the Norfolk County Council.

4.2 Providers

Norfolk County Council currently has contracts with varied quality standards, consequently will be making changes to ensure that contracts and quality are measured equitably across the market. The introduction of a robust performance, contract and quality monitoring mechanism will further strengthen the longer-term plan to implement a Quality Price Index whereby providers are rated and paid accordingly.

4.2.1 The framework will provide an opportunity to better align costs and spend annually which allows officers to work with providers, to further develop the prices during the 12 month pilot of the Wellbeing and Promoting Independence pathways.

4.2.2 With the introduction of the robust performance, contract and quality monitoring mechanism, Norfolk County Council will be able to report accurately on all providers using the same metrics. The new model clearly signals the focus on outcomes and places strong emphasis on developing independence at the level appropriate for the individual.

4.2.3 The 12 month pilot will allow Norfolk County Council to evaluate financial accounts, support diversity and business development opportunities for the providers involved. The findings will aid planning for the successful implementation of the pathways in 2021. The pilot will also support the transformation plans for both the independent market and Independence Matters (IM).

4.2.4 In order to manage the transformation and mitigate for the risk identified Commissioners and Contract Managers will work closely together to develop and maintain relationships with providers to coproduce and implement changes in the care and support market in Norfolk.

4.2.5 IM support approximately 40% of the life opportunities service users, with 560 people attending one of the 13 sites across Norfolk. IM was previously managed through a block contract with NCC however it is proposed that they will tender to be part of the framework alongside other providers.

4.2.6 If a current provider is unsuccessful in their application to tender for a specific pathway in 2021 under the Framework, commissioners will assess the numbers of service users affected and work with the provider to develop a plan on a service by service basis.

4.3 **NCC Spend**

The total existing spend on these services is around £14 million per annum. The introduction of the new contractual framework is intended to be cost neutral.

4.3.1 Commissioners have compared Norfolk's costs and spend with other authorities including those in the Eastern Region and Norfolk's statistical neighbours which has supported a detailed understanding of the positive and challenging aspects ahead for the life opportunities sector.

4.3.2 Cambridgeshire, Hertfordshire, Derby and Kent Councils present as price setters or having fixed rates. Kent County Council uses a pricing mechanism linked to quality. Cumbria and Essex have flexible pricing rates negotiated with each provider, whilst Essex are looking to emulate Norfolk's future ambition to link quality and price. Other local authorities have adopted price setting or capping to increase equity in the market and ensure that the services that they purchase offer good value for money in a stable and sustainable market

4.3.3 The proposal is to set a price cap for the Skills and Employment pathway, to be launched in 2020. The approach to price in the Promoting Independence and Wellbeing Pathways will be informed by the pilots.

5. **Evidence and Reasons for Decision**

5.1, The commissioning of this framework will support and respond to the following strategic and departmental aims:

- a) Together for Norfolk
- b) 'My Life, My Ambition, My Future', the co-produced Learning Disability Strategy 2018-2022
- c) Promoting Independence Programme
- d) NCC employment targets for adults with disabilities

5.2. Operationally and in terms of performance and improving quality of services the framework will also:

- a) Introduce greater ambition for individuals accessing our services
- b) Address the current inequalities in terms and conditions
- c) Address the varied quality offered across the market
- d) Introduce a more robust accreditation and monitoring system
- e) Enable individuals to have choice of community life opportunities

5.3. There are many examples of how targeting support and employment focus of the Skills and Employment Pathway has resulted in job opportunities. Three individuals' success stories during the Skills and Employment Pilot are described below:

5.4 Two individuals who attend Assist Trust, a life opportunity service based in Norwich, started on a voluntary work experience placement with a catering company, working in a school catering environment. Assist Trust worked alongside the company to support the individuals to gain confidence in their voluntary roles. Both individuals were subsequently offered permanent paid positions within the company – one for three days and week and the other for two days per week. Both family carers were supportive of the opportunity. The individuals are settling in well and enjoy their new roles.

5.5 An individual who attends Independence Matters Dereham Hub has been supported to identify their own interest through vocational profiling as well as developing practical work-related skills and activities. The individual enjoyed working with people, being friendly, customer service and working in a busy environment. He volunteered at a local charity shop where he progressed from sorting out items ready to sell to being on the front desk and operating the till. He was then successful in applying for a paid position working with Opening Doors as a peer support worker. He has attended two training sessions and starts work on the project very soon.

6. Alternative Options

- 6.1. Officers cannot identify alternative options to commissioning this framework using the new Service Specification and revised contract terms and conditions to deliver the aims set out in this report.

7 Financial Implications

- 7.1 No implications. The introduction of the new contractual framework will be cost neutral.

8 Resource Implications

8.1. Staff:

- 8.1.1 Introduction of the new contractual framework has no implications.

8.2 Property:

- 8.2.1 Introduction of the new contractual framework has no implications.

8.3 IT:

- 8.3.1 Introduction of the new contractual framework has no implications.

9 Other Implications

9.1. Legal Implications

- 9.1.1 The procurement exercise will ensure that Norfolk County Council is compliant with procurement regulations.

9.2. Human Rights implications

No implications.

9.3. Equality Impact Assessment (EqIA)

Attached as Appendix A.

10. Risk Implications/Assessment

- 10.1. The proposed approach ensures compliance with procurement regulations and reduces the risk of legal challenge in relation to purchasing arrangements and contracts.
- 10.2. The pathways have been co-produced with people, families and providers and reflects the ambition in our local learning disability strategy. Taking the proposed phased approach to the implementation of the framework and piloting the pathways with existing providers mitigates the potential risks to the sustainability of existing providers as the learning can be embedded in to the wider roll out.

11. Select Committee comments

- 11.1 Not applicable.

12. Recommendations

12.1 Cabinet are recommended:

- a) To agree the phased implementation of the Life Opportunities framework
- b) To agree to pilot the new Wellbeing and Promoting Independence Pathways, before being implemented as part of the framework
- c) To agree the launch of the employment pathway, previously piloted in 2019 following the decision in February 2019
- d) To agree that future reports to Cabinet and Committees relating to matters of Learning Disability and / or Autism are accompanied by an easy read version

13. Background Papers

13.1 None

Officer Contact

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

Officer name:	Email address:	Telephone:
Amanda Dunn	Amanda.dunn@norfolk.gov.uk	01603 224191



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.

Life Opportunities Transformation Project

Equality Assessment – Findings and Recommendations

December 2019

Amanda Dunn

Assistant Director Learning Disabilities
and Autism Commissioning

This assessment helps you to consider the impact of service changes on people with protected characteristics. You can update this assessment at any time so that it informs ongoing service planning and commissioning.

For help or more information please contact Neil Howard, Equality & Accessibility Officer, email neil.howard@norfolk.gov.uk, Tel: 01603 224196

Contents

		Page
1.	The purpose of an equality assessment	3
2.	The legal context	3
3.	The assessment process	3
4.	The proposal	3
5.	Who is affected by this proposal	6
6.	Potential impact	7
7.	Accessibility considerations	8
8.	Recommended/mitigating actions	9
9.	Evidence used to inform this assessment	10
10.	Further information and contact details	10
	Guidance notes to help you complete this assessment	11

The purpose of an equality assessment

1. The purpose of an equality assessment is to enable decision-makers to consider the impact of a proposal on different individuals and communities prior to the decision being made. Mitigating actions can then be developed if adverse impact is identified.

The Legal context

2. Public authorities have a duty under the Equality Act 2010 to consider the implications of proposals on people with protected characteristics. The Act states that public bodies must pay due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act¹;
 - Advance equality of opportunity between people who share a relevant protected characteristic² and people who do not share it³;
 - Foster good relations between people who share a relevant protected characteristic and people who do not share it⁴.
3. The full Act is available [here](#).

The assessment process

You can change or amend this wording as appropriate for your needs.

4. This assessment comprises two phases:
 - **Phase 1** – evidence is gathered on the proposal – looking at the people who might be affected, the findings of related assessments and public consultation, contextual information about local areas and populations and other relevant data. Where appropriate, engagement with residents, service users and stakeholders takes place, to better understand any issues that must be taken into account.
 - **Phase 2** – the results are analysed. If the assessment indicates that the proposal may impact adversely on people with protected characteristics, mitigating actions are identified.
5. When completed, the findings are provided to decision-makers, to enable any issues to be taken into account before a decision is made.

The proposal

6. Summarise here the proposal being assessed. You need to:

Commission a new service model for Life Opportunities for adults with learning disabilities in Norfolk and introduce a new legal framework for it to operate within.

The new framework introduces an ambitious, sustainable support model which promotes new opportunities and maximises people's independence.

In July 2018, the then Adult Social Services Committee were presented with and agreed the following update on this project:

A “Radical review of day care services” which would contribute to the savings programme ref: ASC013.

...As part of the LD strategy, the department will have a revised Day Services offer for people with a Learning Disability. The focus will be on community participation, targeted support (with a skills and employment focus) and locality hubs for those with complex needs. To begin this transformation 5 providers will begin pilots lasting for the next 12 months to reshape the offer. The variance in savings delivery is the direct result of the time it takes to evolve these services and support and enable existing people accessing the services.”

In June 2019 Andrew Proctor, launched Together for Norfolk, which identifies the “redesign of day services, so they respond to the people that need them” and employment services for people with disability.

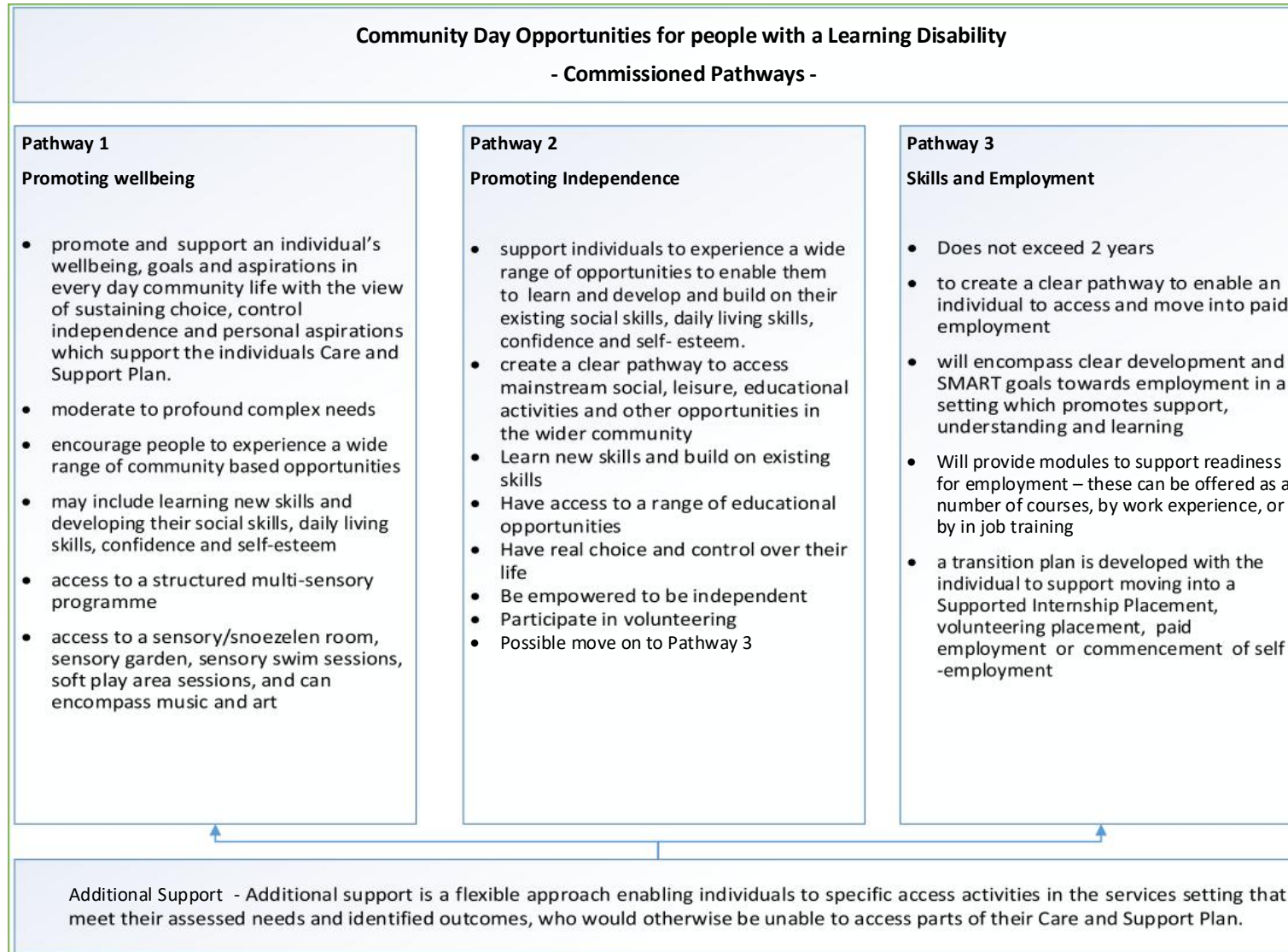
Strategic aims of the framework

- Responding to what people said they wanted, as outlined in the Learning Disability Strategy
- Responding to the Promoting Independence Programme which is about keeping people independent, resilient and well
- Responding to Together for Norfolk
- Introduce greater ambition for individuals accessing our services
- Addressing the current unfair practice across contract payments
- Addressing the differences in quality offered across day opportunities
- Introducing a more robust accreditation and monitoring system which will provide us with greater visibility and consistency around pricing and ensure value for money.
- Enabling individuals to have choice of community day opportunities across the county, including access to new services as they become available

Contract, performance management and service design aims of the framework:

- Introduce greater ambition for individuals accessing our services
- Addressing the current unfair practice across contract payments
- Address the varied quality offered across the market
- Introduce a more robust accreditation and monitoring system which will provide us with greater visibility and consistency around pricing and ensure value for money
- Enable individuals to have choice of community day opportunities across the county, including access to new services as they become available

New Service Design



Who is affected?

The proposal will affect adults with the following protected characteristics;

A specific age group (please state if so): This service is for adults (18+) who have a learning disability and/or autism who live in Norfolk and are eligible to access commissioned day services. Currently approx. 1400 people access these services.	YES
Disability This service affects eligible adults who have a learning disability and/or autism, some of which may also have other types of disabilities. Currently approx. 1400 people access these services.	YES
Gender reassignment (e.g. people who identify as transgender)	NO
Marriage/civil partnerships	NO
Pregnancy & Maternity	NO
Race (different ethnic groups, including Gypsies and Travellers)	NO
Religion/belief (different faiths, including people with no religion or belief)	NO
Sex (i.e. men/women/intersex)	NO
Sexual orientation (e.g. lesbian, gay and bisexual people)	YES

Analysis of the people affected

7. Provide an analysis of the people who will be affected by the proposal. This should include:
- There are currently approximately 1400 individuals accessing commissioned day services in Norfolk.
 - All this group have a learning disability and/or autism. They may also have other disabilities.
 - 59% of this group are male and 41% female. This compares to 61/39 nationally so our dataset is representative of the national distribution for those with learning disabilities.
 - This service is for adults (18+) below is a table identifying the split in age ranges.

18-24	21%
25-34	23%
35-44	18%
45-54	17%

55-64	14%
65+	7%

- 95% of those affected by the introduction of this service are White British, this is in line with the demographics for Norfolk as a whole.
- We do not hold data for the other protected characteristic for this specific group.

Note – this section is essential – unless you have a clear understanding of who will be affected, you cannot fully assess the potential impact.

Potential impact

8. Having identified the people who may be affected by your proposal, now analyse what impact the proposal may have on these people.

The introduction of the new Life Opportunities service presents a positive impact for all those accessing them. There will be more information about the activities available which will support individuals to have choice and control. The variety of services and opportunities to access genuine employment and training resources is greater and more transparent. This enables all individuals to ensure the opportunities and outcomes offered to them are appropriate. The service introduces a greater focus on supporting all individuals to be an active part of their community. It will also ensure specialist services with the most appropriate equipment, technology and well-trained staff for the level of need.

Throughout the life of the project, equality has been at the forefront and embedded in all aspects of planning and design.

The service specifications for the new pathways refer to the Equality Act 2010 and it is our intention for these services to be delivered equally, regardless of the protected characteristics of the individuals accessing them.

The robust performance monitoring places importance on equality and we will ensure that people who use these services continue to support us to monitor and evaluate them.

Although the number of people accessing our services from ethnic backgrounds other than White British is relatively low, there may be pockets of the county where additional considerations are required. This will be managed by individual service providers and support by Norfolk County Council as required.

Accessibility considerations

Describe here how accessibility will be incorporated into the proposal.

9. We have facilitated and incorporated co-production throughout the design of the new service to ensure the services we design are appropriate, ambitious and accessible.
10. We have also developed a proposal for co-production activity to support implementation and transition to the new service.

Co-production and engagement which has already taken place

When?	What?
2018	The Norfolk Learning disabilities Strategy, 'My Life, My Ambition, My Future' was co-produced. In co-producing the strategy, the council and Norfolk Learning Disability Partnership Board asked people to tell us how we could best improve life for them over the next five years. More than 800 responses were received, via surveys (including Easy Read versions) and face-to-face events. 58% of those who responded were people with a learning disability
April 2018	A pilot with 5 existing providers started to test the Skills and Employment Pathway. We initiated a year long pilot to help us understand the challenges and barriers that prevent adults with learning disabilities accessing and sustaining paid employment. We worked with 5 existing providers who were already offering work focussed activities.
January 2018	We held 5 Provider forums across the county. We introduced the proposed service model and three pathway approach and shared outcomes of the Skills and Employment Pilot. These events were well attended by the current providers as well as potential new providers and valuable feedback used to further develop the service specification and contract terms and conditions.
December 18 – July 2019	Updated LDPB and locality groups. We shared updates to the Learning Disability Partnership Board and Locality Groups from Dec 2018 to July 2019.

Future co-production and engagement plan

When?	What?
January 2019	Publish a Provider information pack. This pack will include the new service specification which sets out how we want the service to be delivered. It will refer to the Equality Act 2010.

January 2019	Hold a press/media event to promote good news stories around employment opportunities. This will demonstrate how the new skills and employment pathway can be introduced with successful results for individuals.
January/ February 2020	Co-produce a tender evaluation question and scoring. We are currently in discussion with various organisations who can support us to facilitate some co-production activity to support the tender for the new Life Opportunities Framework.
April 2020 – March 2021	12-month pilot of Promoting Independence and Wellbeing pathways. We will ask all current providers for expressions of interest to join in a pilot. The pilot will support us to fully understand how the proposed service needs to support individuals' outcomes.
April 2020 onwards	<p>We plan to co-produce how we communicate the changes to users/families/carers.</p> <p>We have agreed with the Partnership Board to create a working group to co-produce performance measures for planning and service delivery of providers.</p> <p>We are going to challenge all providers to produce a document/poster which explains the changes to the life opportunity service and the impact to individuals.</p> <p>We are using the service specification to ensure that providers co-produce all planning and service delivery.</p> <p>We will ensure that people who use the service will support us to monitor and evaluate to ensure the service continues to be fit for purpose and that equality considerations are regularly and robustly reviewed.</p>

For guidance on the minimum and maximum access considerations that could be built into your proposal, please speak with Neil Howard, Equality & Accessibility Officer, email neil.howard@norfolk.gov.uk; Tel: 01603 224196

Recommended actions

11. If your assessment has identified any adverse impact, set out here any actions that will help to mitigate it.

	Action	Lead	Date
1.	Ensure proposed co-production and engagement activity (identified in the table above) takes place and outcomes continue to improve the service and ensure equality continues to be embedded	Lisa Mathieson	Jan 2020- Mar 2021
2.	Ensure that people who use the service will support us to monitor and evaluate to ensure the service continues to be fit for purpose and that equality considerations are regularly and robustly reviewed.	Lisa Mathieson	Ongoing

	Action	Lead	Date
3.	Consider how the proposed service works for, and what support is needed, for those accessing, or potentially accessing, our service who come from different ethnic backgrounds. Especially in pockets of the county where numbers are higher.	Lisa Mathieson	Jan 2020-Mar 2021

Evidence used to inform this assessment

- Equality Act 2010
- Public Sector Equality Duty
- Norfolk Insight data
- Data from existing day service provider market
- Internal data from Liquid Logic system and related dashboards
- The Learning Disabilities Strategy 2018-2022

Further information

12. For further information about this equality impact assessment please contact Anna Fairhurst Commissioning Project Officer.



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 NCC will do our best to help.

Guidance notes

Completing this assessment – what you need to know:

- Find out if you need to conduct an equality impact assessment (see below)
- Remind yourself what constitutes a good equality impact assessment (see below)
- Work through the three simple steps on the next page.

Do I need to conduct an equality impact assessment?

You need to conduct an equality impact assessment if you are planning, changing or commissioning policies, projects, strategies, infrastructure or services and this may impact on people - eg service users or staff.

When do I need to undertake it?

The findings of your assessment must be made available to decision-makers before a final decision is taken. You cannot justify a decision after it has been taken.

What constitutes a good equality impact assessment?

The principles below, drawn from case law, explain what is essential:

- **Proportionate** - where a proposal may affect large numbers of vulnerable people, the need to pay 'due regard' is very high.
- **Sufficient evidence** – you must consider what evidence you have and what further information may be needed to inform your assessment.
- **Consultation** - if a proposal constitutes a significant change to an existing service, people affected should expect to be consulted.
- **Genuine assessment** - the courts expect to see written evidence of a comprehensive and objective assessment. Your assessment will be considered inadequate if issues are only considered at a broad level or if relevant evidence is not taken into account.
- **No delegation** – the decision-makers responsible for determining the proposal cannot delegate consideration of the equality impact assessment to anyone else.
- **Contracted services** – the Council is responsible for ensuring that contracted services comply with equality law and do comply in practice.
- **Actions to mitigate any negative impact** – if adverse impact is identified by an assessment, consideration must be given to measures to avoid or mitigate this before agreeing the decision.

It is not always possible to adopt the course of action that will best promote the needs of people with protected characteristics. However, assessments enable informed decisions to be made, that take into account every opportunity to minimise disadvantage.

¹ Prohibited conduct:

Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have, or because they associate with someone who has a protected characteristic.

Indirect discrimination occurs when a condition, rule, policy or practice in your organisation that applies to everyone disadvantages people who share a protected characteristic.

Harassment is “unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual’s dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual”.

Victimisation occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the Equality Act; or because they are suspected of doing so. An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint.

2 The protected characteristics are:

Age – e.g. a person belonging to a particular age or a range of ages (for example 18 to 30 year olds).

Disability - a person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Gender reassignment - the process of transitioning from one gender to another.

Marriage and civil partnership

Pregnancy and maternity

Race - refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

Religion and belief - has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (such as Atheism).

Sex - a man or a woman.

Sexual orientation - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

3 The Act specifies that having due regard to the need to advance equality of opportunity might mean:

- Removing or minimizing disadvantages suffered by people who share a relevant protected characteristic that are connected to that characteristic;
- Taking steps to meet the needs of people who share a relevant protected characteristic that are different from the needs of others;
- Encouraging people who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such people is disproportionately low.

4 Having due regard to the need to foster good relations between people and communities involves having due regard, in particular, to the need to (a) tackle prejudice, and (b) promote understanding.

Report to Cabinet

Item No 12.

Report title:	Human Resources and Finance System Transformation Project
Date of meeting:	3 February 2020
Responsible Cabinet Member	Cllr Tom FitzPatrick – Cabinet Member for Innovation, Transformation and Performance
Responsible Director:	Fiona McDiarmid – Executive Director, Strategy and Governance.
Is this a key decision?	Yes
Executive Summary/Introduction from Cabinet Member	
<p>In May 2019 Cabinet considered the business case developed to assess the options for replacing the County Council's core and peripheral Human Resources (HR) and Finance systems with a view to transforming service delivery and to realise savings. By replacing the systems and transforming processes, it is estimated that from 2022/23 (post implementation) net 10-year savings of £20m could be realised, with further potential savings of up to an additional £11m over that 10-year period being enabled as part of wider business transformation programmes. The business case concluded that of the options, a cloud based integrated Enterprise Resource Planning (ERP) system was the best fit to the Council's present and future requirements.</p> <p>Having considered the business case Cabinet at that time RESOLVED to:</p> <ol style="list-style-type: none">1. Agree that the procurement process for the ERP system be carried out.2. Agree the £13.2m costs through a capital funding provision of £12,706,895 and the approach to revenue funding, as set out in the report.3. Devolve the management of the contingency element in the proposal to Executive Directors of Strategy and Governance and Finance and Commercial Services, in consultation with the Cabinet Member.4. Approve the governance structure described in the report <p>Cabinet also asked the Corporate Select Committee to oversee the implementation programme reporting any issues to Cabinet. Corporate Select Committee have received reports in May and November 2019 and an all Member workshop was held on 8 October 2019. Further workshops have been planned for February 2020 to engage Members in the scope of the programme, the technology that is available and the opportunities presented to transform service delivery and realise savings.</p> <p>This report is to provide an update to Cabinet on the Programme and to request approval for the decision to award the contract be delegated to the Executive Director of Strategy and Governance, as Programme Sponsor, in consultation with the Executive Director of Finance and Commercial Services, the Leader of the Council and the Cabinet Member for Innovation, Transformation and Performance.</p>	

Recommendations

Cabinet is recommended to

- **note the progress made on the procurement of a cloud-based ERP system**
- **delegate the decision on award of the contract to the Executive Director of Strategy and Governance, as Programme Sponsor, in consultation with the Executive Director of Finance and Commercial Services, the Leader of the Council and the Cabinet Member for Innovation, Transformation and Performance.**

1. Background and Purpose

The process by which the business case was developed to support the purchase of the new HR and Finance system was described in the May 2019 report to Cabinet. Following authorisation to proceed, work has been undertaken on the development of a robust procurement process with the necessary supporting documentation. This resulted in:

- A Prior Information Notice (PIN) being issued in July 2019 to advise the market of our intention to issue an invitation to tender later in the year
- A well-attended Market Engagement Day was held on 22 July to explain our strategic context and outline our aspirations for the new system
- A pre-Qualification Questionnaire (PQQ) process was run whereby potential bidders for the contract were asked to demonstrate their capability and track record of delivering a project of our size, complexity and scope – completed in October.
- As a result of the PQQ process, three potential suppliers were invited on 27 October to tender against our requirements specification. This had been developed in conjunction with representatives of HR, Finance, Procurement, IMT, managers and employees and focussed on required outputs from the system. This enables suppliers to fully explain the technology opportunities available to deliver those outputs thereby encouraging greater innovation
- Supplier responses were received on 20 December and a rigorous evaluation process is underway currently with a potential contract award date of 31 March 2020.

Corporate Select Committee were invited by Cabinet to oversee the Programme and have been advised of progress through reports in May and November (as part of a broader Business Transformation update) and Members were invited to a workshop on 8 October 2019 to help shape the requirements specification. Further sessions for Members are planned for 6th and 10th February 2020.

2. Proposals

In anticipation of a successful outcome to the procurement process, Members are asked to delegate the decision on whether to award the contract to the Executive Director of Strategy and Governance as Programme Sponsor. In making this decision the Executive Director will consider the outcome of the evaluation process, the updated business case and consult with the Executive Director of Finance and

Commercial Services, the Leader of the County Council and the Cabinet Member for Innovation, Transformation and Performance.

3. **Impact on the Organisation**

In addition to the technical procurement activity, activity has started in making the organisation ready to receive a new system, if the case to proceed is made. This has included:

- Preparing for a separate procurement for a Change Implementation Partner who would assist in the readiness activities
- Developing strategies and plans to support the programme including Communications and Engagement Strategy, Data Strategy, Analytics Strategy, Organisational readiness planning.
- Further developing the planning around data migration and data cleansing.
- Assessing the current HR and Finance policy position in respect of key processes that will be impacted by the new system functionality and identifying the work that needs to be done prior to the new system go-live
- Mapping the key inter-dependencies with other change programmes and aligning activity where it is sensible so to do.

4. **Evidence and Reasons for Decision**

Delegating the procurement decision will allow the programme to proceed at pace with the successful supplier mobilising their resources in good time. Any delay in the programme at this stage will impact the planned go-live of the new system (October 2021) and incur costs; a delay of 6 months has been costed as resulting in additional project costs in the order of £250,000, plus additional supplier costs. There would also be a delay in realising benefits and savings.

Delegating the decision is felt to be the most practical way of keeping the Programme on track in terms of both timescale and benefits realisation and is consistent with other major procurement processes.

5. **Financial Implications**

The budgetary impact of the programme was presented to Cabinet in May 2019. Subsequent activity with the Executive Director of Finance and his staff has built the required funding into budget planning for future years in line with the previous Cabinet decision to proceed.

6. **Resource Implications**

6.1 **Staff:** Recruiting an appropriately skilled and experienced specialist resource in data migration has proved impossible and a contractor has had to be secured to provide this expertise. Ensuring that the correct data, in the best possible condition in terms of accuracy and completeness, is critical to the successful implementation and operation of the new system. This has resulted in a budget pressure that is being managed by the Programme Board.

6.2 **Property:** The property requirements associated with the mobilisation of supplier resources onto our site will be confirmed with the Head of Property once the supplier evaluation process has concluded. At this stage, whilst we anticipate some additional space for supplier staff will be required, we cannot be clear about the extent of the requirement until the successful supplier is selected and the implementation plan agreed.

6.3 **IT:** The Head of IMT is fully engaged with the programme and has made resources available to support the procurement and selection processes.

7. **Other Implications**

7.1 **Legal Implications:** The Chief Legal Officer (Monitoring Officer) and the Head of Procurement have been consulted and relevant considerations are set out in the report.

7.2 **Equality Impact Assessment (EqIA) (this must be included)**

An EqIA has been completed and will be updated once a system has been selected. The requirements specified of the suppliers demand a high standard of compliance with accessibility in addition to an intuitive and user-friendly interface for all system users.

7.3 **Any Other implications**

None

8. **Risk Implications/Assessment**

8.1 Cabinet required the HR and Finance System Transformation Programme to be added to the Corporate Risk Register. This has been done (RM027) and the risk is monitored alongside other corporate risks by the Audit Committee and by the Corporate Select Committee as part of its role in overseeing the Programme on behalf of Cabinet.

9. **Recommendation**

9.1 Cabinet is recommended to

- note the progress made on the procurement of a cloud-based ERP system
- delegate the decision on award of the contract to the Executive Director of Strategy and Governance as Programme Sponsor, in consultation with the Executive Director of Finance and Commercial Services, with the Leader and the Cabinet Member for Innovation, Transformation and Performance.

Background Papers

Cabinet Report – 20 May 2019

Corporate Select Committee report – 28 May 2019

Corporate Select Committee – 14 November 2019

Officer Contact

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

Officer Name	Debbie Beck / John Baldwin / Andrew Stewart
Tel No	01603 973960/ 01603973946/ 01603 228891
Email address	debbie.beck@norfolk.gov.uk / john.baldwin@norfolk.gov.uk andrew.stewart@norfolk.gov.uk



If you need this Agenda in large print, audio, Braille, alternative format or in a different language please contact Debbie Beck, John Baldwin or Andrew Stewart, 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Report to Cabinet

Item No. 13

Report title:	Acquisition of Pump Farm, Weston Longville
Date of meeting:	3 February 2020
Responsible Cabinet Member:	Councillor Greg Peck Cabinet Member for Commercial Services and Asset Management.
Responsible Director:	Simon George Executive Director for Finance and Commercial Services.
Is this a key decision?	No
<p>Executive Summary/Introduction from Cabinet Member Proposals in this report are aimed at supporting Norfolk County Council (NCC) priorities by acquiring a property to support the Norwich Western Link project.</p> <p>As part of corporate management of property and a systematic approach to reviewing the use and future needs of property assets for service delivery there is a continued emphasis on minimising the extent of the property estate retained for operational purpose. However, on occasion there will be the requirement to acquire an individual property to support a service to delivers its aims.</p> <p>Recommendation</p> <p>Cabinet is asked to: Agree to the purchase of Pump Farm, Weston Longville for £1,250,000 on terms agreed and instruct the Head of Property to oversee the implementation of the acquisition.</p>	

1.0 Background and Purpose

- 1.1. The County Council actively manages its property portfolio in accordance with the Asset Management Plan. 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. This acquisition is in support of the proposed Norwich Western Link project.

2.0 Proposal

Weston Longville – Pump Farm

- 2.1 This property is located on the preferred route for the proposed Norwich Western Link, property edged red on plan. The property extends to approximately 13.1 acres and comprises a house, barn conversion, ancillary

buildings and paddocks. The owners currently run an equestrian business from the property.

2.2 The property is directly affected by the proposed road and as such the County Council accepted the serving of a Blight Notice on 26 September 2019.

2.3 In the interim period NPS on behalf of the Council have negotiated a purchase price with the owners, Mr & Mrs White, to acquire the property for £1,250,000. In addition, and as a result of the Blight Notice, the property owner is entitled to a Home Loss Payment and disturbance costs. All these costs will be met from the approved budget for property acquisitions for the Norwich Western Link project.



2.4 On completion of the acquisition it is proposed that management of the property will be undertaken by Norse on behalf of the Council. On completion of the Norwich Western Link project the remainder of the property not used for the project will be sold.

3.0 Impact of the Proposals

3.1 The acquisition of Pump Farm, Weston Longville supports the Norwich Western Link project.

4.0 Evidence and Reasons for Decision

4.1 The acquisition of Pump Farm, Weston Longville by agreement supports the Norwich Western Link project.

5.0 Alternative Options

5.1 The acquisition of Pump Farm, Weston Longville by agreement is the result of the issue of a Blight Notice.

6.0 Financial Implications

6.1 The acquisition of Pump Farm, Weston Longville will be via the approved capital programme.

7.0 Resource Implications

7.1 **Staff:** nil

7.2 **Property:** As described in the earlier parts of this report.

7.3 IT: nil

8.0 Other Implications

8.1 Legal Implications:

For acquisitions in the usual way the legal implications are around the parties agreeing to the terms of the agreement for the acquisition and entering a contract.

8.2 Human Rights implications:

No implications.

8.3 Equality Impact Assessment (EqIA):

In respect of the acquisition of Pump Farm, Weston Longville an EqIA has been undertaken as part of the overall Norwich Western Link project as noted in the report to Cabinet on 15 July 2019.

8.4 Health and Safety implications

No implications.

8.5 Sustainability implications

The acquisition of Pump Farm, Weston Longville in it self does not have any sustainability issues. The future construction of the Norwich Western Link will be subject to a planning application.

9.0 Risk Implications/Assessment

9.1 The risks around the acquisition of sites are around the non-agreement of terms. This risk is mitigated by using experienced expert consultants.

10.0 Recommendation

10.1 Cabinet is asked to agree to the purchase of Pump Farm, Weston Longville for £1,250,000 on terms agreed and instruct the Head of Property to oversee the implementation of the acquisition.

Officer Contact

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

Officer name: Simon Hughes, Head of Property **Tel No:** 01603 222043

Email address: simon.hughes@norfolk.gov.uk



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.

Report to Cabinet

Item No. 14

Report title	Finance Monitoring Report 2019-20 P9: December 2019
Date of meeting	3 February 2020
Responsible Cabinet Member	Cllr Andrew Jamieson (Cabinet Member for Finance)
Responsible Director	Simon George (Executive Director of Finance and Commercial Services)
Is this a key decision?	Yes

Introduction from Cabinet Member

This report gives a summary of the forecast financial position for the 2019-20 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2020, together with related financial information.

Executive Summary

Subject to mitigating actions, the forecast revenue outturn for 2019-20 is an overspend of **£1.921m** on a net budget of £409.293m. General Balances are £19.6m and service reserves and provisions are forecast to total **£73.1m**.

Recommendations

1. Recommend to County Council an amendment to the Council's Flexible Use of Capital Receipts Strategy for 2019-20 to 2021-22 as set out in Appendix 2 Paragraph 3.4, increasing the capital receipts that can be applied to the Children's Services Demand Management & Prevention Strategy and other transformation costs from £2m to a maximum of £3m.
2. Recommend to County Council an addition of £1.250m to the capital programme for the acquisition of Pump Farm, Weston Longville as explained in Appendix 2 section 4 and subject to Cabinet approval of the purchase.
3. Note the period 9 forecast general fund revenue overspend of **£1.921m** noting also that Executive Directors will take measures throughout the year to reduce or eliminate potential over-spends;
4. Note the period 9 forecast shortfall in savings of £4.916m, noting also that Executive Directors will take measures throughout the year to mitigate savings shortfalls through alternative savings or underspends;
5. Note the forecast General Balances at 31 March 2020 of £19.623m, before taking into account any over/under spends;

6. Note the expenditure and funding of the revised current and future 2019-22 capital programmes.

1. Background and Purpose

1.1. This report and associated annexes summarise the forecast financial outturn position for 2019-20, 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 being regularly monitored and corrective action will be taken when required.

3. Impact of the Proposal

3.1. The impact of this report is primarily to demonstrate where, if applicable, the Council is anticipating financial pressures not forecast at the time of budget setting, together with a number of other key financial measures.

4. Evidence and Reasons for Decision

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

Appendix 1 summarises the revenue outturn position, including:

- Forecast over and under spends
- Changes to the approved budget
- Reserves
- Savings
- Treasury management and
- Payments and debt performance

Appendix 2 summarises the capital outturn position, and includes:

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

5. Alternative Options

5.1. In order to deliver a balanced budget, no viable alternative options have been identified to the recommendations in this report.

6. Financial Implications

6.1. As stated above, the forecast revenue outturn for 2019-20 is an overspend of **£1.921m** (P8 £3.696m) linked to a forecast shortfall in savings of **£4.916m**. Forecast reserves and provisions amount to **£73.1m**, and general balances **£19.6m**.

Within the forecast overspend are significant financial pressures identified in Children's Services and Adult Social Services, partly balanced by underspends

in other areas, primarily Finance General.

The Children's Services net overspend is due mainly to high and increasing levels and complexity of need across placement and support budgets, including children looked after, young people leaving care and children at risk of harm, and transport costs. Transport costs of home to school transport, particularly Special Educational Needs, Disabilities and Alternative Provision (SEND & AP) transport, are under significant pressure due to the unit cost of provision. Within Adults, there are pressures on Purchase of Care budgets, mainly related to Older People and Mental Health services. A full narrative is given in Appendix 1

The Council's capital programme contains schemes approved by County Council on 12 February 2019, as well as previously approved schemes brought forward and schemes subsequently approved during the year. The programme will be updated following County Council approval of the 2020-23 capital budget.

7. Resource Implications

7.1. There are no direct staff, property or IT implications arising from this report.

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 Executive Director of Finance and Commercial Services 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 2019-20 budget, the Council consulted widely. Impact assessments are carried out in advance of setting the budget, the latest being published as "Budget proposals 2019-2020 Overall Summary: [Equality & rural impact assessment report](#)".

The Council's net budget is unchanged at this point in the financial year and there are no additional equality and diversity implications arising out of this report.

9. Risk Implications/Assessment

9.1. The Council's Corporate Risk Register provides a full description of corporate risks, including corporate level financial risks, mitigating actions and the progress made in managing the level of risk. A majority of risks, if not managed, could have significant financial consequences such as failing to generate income or to realise savings.

Chief Officers have responsibility for managing their budgets within the amounts approved by County Council. Chief Officers will take measures throughout the year to reduce or eliminate potential over-spends.

10. Select Committee comments

10.1. None.

11. Recommendation

11.1. Recommendations are set out in the executive summary to this report.

12. Background Papers

12.1. None

Officer Contact

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

Officer name: Harvey Bullen

Tel No. : 01603 223330

Email address: harvey.bullen@norfolk.gov.uk



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.

Appendix 1: 2019-20 Revenue Finance Monitoring Report Month 9

Report by the Executive Director of Finance and Commercial Services

1 Introduction

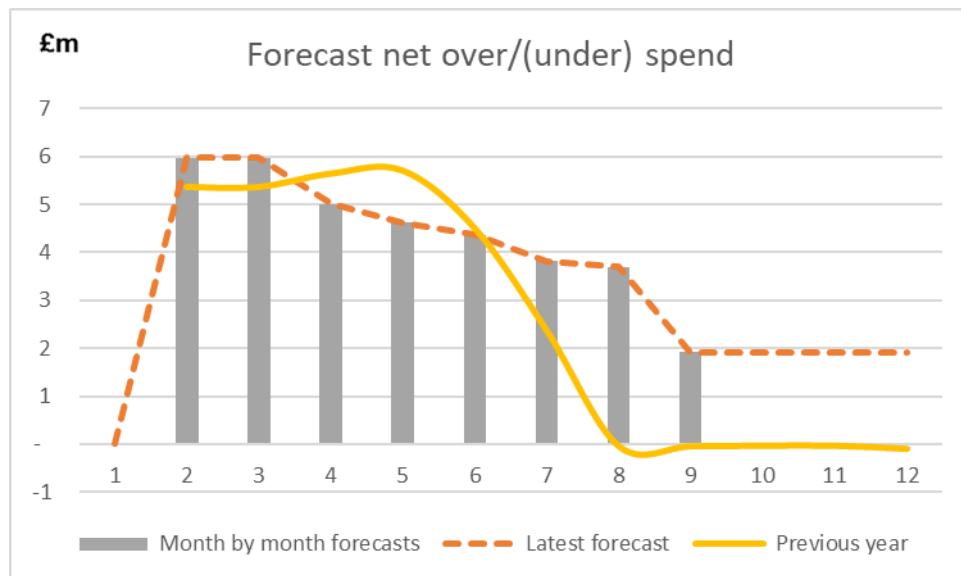
1.1 This report gives details of:

- the latest monitoring position for the 2019-20 Revenue Budget
- forecast General Balances and Reserves at 31 March 2020 and
- other key information relating to the overall financial position of the Council.

2 Revenue outturn – over/underspends

2.1 **At the end of December 2019** an overspend of **£1.921m** is forecast on a net budget of £409.293m.

Chart 1: forecast /actual revenue outturn 2019-20, month by month trend:



2.2 Chief Officers 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 over spends for each service are shown in detail in Revenue Annex 1 to this report, and are summarised in the following table:

Table 1: 2019-20 forecast (under)/over spends by service

Service	Revised Budget	Net (under)/over spend	%	RAG
	£m	£m		
Adult Social Services	240.753	2.699	1.1%	A
Children's Services	181.136	13.300	7.3%	R
Community and Environmental Services	153.827	-0.346	-0.2%	G
Strategy and Governance	8.747	-0.057	-0.7%	G
Finance and Commercial Services	30.372	0	0.0%	G
Finance General	-205.542	-13.675	6.7%	G
Totals	409.293	1.921	0.5%	G

Notes:

1) the RAG ratings are subjective and take into account risk and both the relative (%) and absolute (£m) impact of overspends.

- 2.4 **Children's Services:** Existing commitments within NCC Funded Children's Services indicate significant pressures during 2019-20 particularly within placements and support for children looked after, young people leaving care, as well as support and intervention around families to enable children and young people to stay safe at home, including staff costs where they are the intervention as well as third party support.
- 2.5 The service pressures have been long identified by the department, including front line social care staffing pressures where there is a need to have sufficient resource to manage demand and focus on the presenting complexity of need. The impact of these pressures continues to be reviewed and are being addressed through a sustained multi-year programme of transformation.
- 2.6 Additionally, market conditions this financial year have resulted in a significant, unexpected unit cost increase for home to school transport, particularly for children and young people with Special Educational Needs, Disabilities and Alternative Provision (SEND & AP).
- 2.7 The outturn forecast this period includes additional unforeseen pressures that have arisen, primarily in relation to support for children and young people with complex needs.
- 2.8 Further details relating to the Children's Services position are included in Revenue Annex 1.
- 2.9 **Dedicated Schools Grant:** A review of the financial year's commitments for each of the blocks of the Dedicated Schools Grant (DSG) have highlighted pressures within the High Needs Block. The pressures for the High Needs Block were anticipated and built into the plan shared with the Secretary of

State when the application to move funds from the Schools Block to the High Needs Block for 2019-20 was agreed.

- 2.10 The DfE have recently issued a consultation upon the grant conditions of the DSG that could have implications upon the planned contributions from NCC General Fund to the DSG. Having reviewed the proposed grant conditions, the budgeted £2m contribution from NCC General Fund in 2019-20 has been removed from the DSG forecast. The ongoing impact of these revised grant conditions will be considered as part of the Council's strategic budget planning.
- 2.11 The current outturn forecast indicates an overall overspend on the DSG in the region of £7.5m. This in-year overspend will be combined with the cumulative overspend of £10.887m brought forward from prior years.
- 2.12 Significant work is being undertaken through the Special Educational Needs and Disabilities (SEND) and Alternative Provision (AP) part of the Transformation programme both to ensure that the right specialist provision is in the right place to meet needs, whilst also progressing work to transform how the whole system supports additional needs within mainstream provision.
- 2.13 The Council submitted its DSG recovery plan to the DfE at the end of June and are awaiting a meeting with the DfE to explore this plan further. The Council also submitted a response to the DfE's call for evidence at the end of July.
- 2.14 **Adult Social Services:** The forecast outturn as at Period 9 (end of December 2019) is an overspend of £2.699m. The main area of overspend is on Older People and Mental Health services within the Purchase of Care budget, which relates to direct provision of care services. This is largely due to the underlying position, which in 2018-19 was mitigated through the use of £4.2m of winter pressures funding and expected shortfall in delivery of demand management savings in this financial year.
- 2.15 Despite a year on year reduction in the number of packages of care and the net spend, the number of packages of care that are currently being delivered to service users exceed those budgeted for to achieve savings. Work is ongoing to manage this and identify actions to reduce the pressure. The senior management team is directly overseeing a recovery plan, focused primarily on purchase of care costs that could be influenced during the year. The overspend is lessened by additional recharges from the NHS for specific cases to cover health related costs.
- 2.16 There has been a reduction in the overspend for purchase of care in Period 9. This is partly offset by an increase in the overspend for Commissioned Services. This reflects some slippage in delivery of savings plans related to NorseCare and Independence Matters contracts.
- 2.17 **CES:** Community and Environmental Services are currently forecasting an underspend of £0.346m for 2019-20, with forecast underspends around staff

vacancies and forecast additional income within Highways. However, the department is managing a number of issues:

- 2.18 Residual Waste - A risk is emerging in relation to potential additional costs within the council's residual waste budgets which relates to the implementation of import taxes on Refuse Derived Fuel (RDF) in the Netherlands from January 2020. The impact will be subject to contractors' decisions about export RDF material. Overall waste volumes for 2019-20 are currently forecast to be lower than anticipated, therefore any additional cost as a result of the new tax will be absorbed within the overall waste budget.
- 2.19 Fire Service – We anticipated there would be continuing cost pressures within 2019-20 and proposed to manage these through budget control of other areas, where possible, and a planned use of reserves. The longer-term impacts of managing these issues being picked up through the 2020-21 budget planning cycle and the development of the 2020 IRMP (integrated Risk Management Plan).
- 2.20 Following the outcomes of the HMICFRS (Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services) inspection, and the subsequent improvement plan that has been developed, we have had the opportunity to work up in more detail the estimated additional costs of the various activities.
- 2.21 The additional pressure arises from the delivery of the Improvement plan and the need to ensure appropriate capacity/resources in place to deliver this. For 2019/20 this is likely to be an additional £0.201m. Where possible we will manage this within the wider CES departmental budget and we will continue to look at opportunities to offset this with further budget control within the service.
- 2.22 Museums Services – based on the latest information and updated forecasts we are projecting a deficit for 2019-20 of £0.155m. This is subject to several factors which are difficult to estimate, and the Museums Service will be working hard to mitigate the immediate impact on earned income through a new programme of exhibitions and additional events, including those relating to the acquisition of Walton Bridges by JMW Turner. This is partially offset by small underspends elsewhere within the services.
- 2.23 **Corporate services:** The Strategy and Governance directorate is forecasting a modest underspend at this early stage of the year, with Finance and Commercial Services forecasting a balanced budget.
- 2.24 **Finance General:** The forecast underspend in Finance General increased by £2.875m this month as a result of the additional use of capital receipts to repay debt, and to fund additional transformation costs. The capital receipts are subject to the completion of the sale of land to Repton Property Developments. The net impact of revised business rates projections, insurance fund assumptions, flexible use £3.0m of capital receipts to support transformation costs, along with revised redundancy costs, a dividend relating to the sale of shares in Norwich Airport, interest receivable and

interest payable assumptions have resulted in a forecast underspend of £13.675m.

3 Agreed budget, changes and variations

3.1 The 2019-20 budget was agreed by Council on 11 February 2019 and is summarised by service in the Council's Budget Book 2019-22 (page 21) as follows:

Table 2: 2019-20 original and revised net budget by service

Service	Approved net base budget	Revised budget P8	Revised budget P9
	£m	£m	£m
Adult Social Services	247.606	240.753	240.753
Children's Services	211.667	181.136	181.136
Community and Environmental Services	160.712	153.822	153.827
Strategy and Governance	8.657	8.747	8.747
Finance and Commercial Services	26.395	30.377	30.372
Finance General	-245.744	-205.542	-205.542
Total	409.293	409.293	409.293

Note: this table may contain rounding differences.

3.2 During period 9, a library property lettings budgets was re-allocated to the Corporate Property Team to reflect changes to responsibilities.

3.3 The Council's overall net budget for 2019-20 has remained unchanged.

4 General balances and reserves

General balances

- 4.1 On 11 February 2019 Council agreed the recommendation from the Executive Director of Finance and Commercial Services for a minimum level of General Balances of £19.536m through 2019-20. The balance at 1 April 2019 was £19.623m. The forecast for 31 March 2020 is unchanged at £19.623m, before any over or underspends

Reserves and provisions 2019-20

- 4.2 The use of reserves anticipated at the time of budget setting was based on reserves balances anticipated in January 2019. Actual balances at the end of March 2019 were higher than planned, mainly as a result of grants being carried forward, and reserves use being deferred.
- 4.3 The 2019-20 budget was approved on the basis of a forecast reduction in earmarked revenue reserves and provisions (including schools reserves but excluding LMS and DSG reserves) from £85.6m to £61.3m, a net use of £24.5m.

Table 3: Reserves budgets and forecast reserves and provisions (excluding LMS/DSG)

Reserves and provisions by service	Budget book forecast balances 1 April 2019	Actual balances 1 April 2019	Increase in opening balances after budget setting	2019-20 Budget book forecast March 2020	Latest forecast balances 31 March 2020
	£m	£m	£m	£m	£m
Adult Social Services	27.463	32.101	4.638	13.619	16.896
Children's Services (inc schools, excl LMS/DSG)	6.521	8.184	1.663	1.568	1.962
Community and Environmental Services	34.030	37.992	3.962	29.935	35.847
Strategy and Governance	1.809	2.680	0.871	1.422	3.042
Finance & Commercial Services	1.746	3.147	1.401	1.510	2.469
Finance General	14.247	17.429	3.182	13.215	12.915
Reserves and provisions	85.816	101.533	15.717	61.269	73.131

- 4.4 Forecast overall provisions and reserves (excluding capital, DSG and LMS reserves) at 31 March 2020 are approximately £12m in excess of 2019-20 budget book assumptions. This is due primarily to the increases in reserves, including unspent grants and contributions, brought forward after budget setting. In addition to the service reserves above, the Council also holds LMS reserves, forecast to be £12.001m at 31 March 2020, and a negative DSG reserve forecast to be £18.387m.

4.5 Provisions included in the table above

The table above includes provisions of £28m comprising £9m insurance provision, £12m landfill provision (this provision is not cash backed), £6m provisions for bad debts, and a small number of payroll related provisions.

5 Budget savings 2019-20 summary

5.1 In setting its 2019-20 Budget, the County Council agreed net savings of £31.605m. Details of all budgeted savings can be found in the 2019-20 Budget Book. A summary of the total savings forecast to be delivered is provided in this section.

5.2 The latest monitoring reflects total forecast savings **delivery of £26.689m** and a **total shortfall of £4.916m** forecast at year end.

5.3 The RAG status and forecast savings delivery is anticipated as shown in the table below:

Table 4: Analysis of 2019-20 savings forecast and RAG status

RAG status and definition	Adult Social Care	Children's Services	Community and Environmental Services	Strategy and Governance Department	Finance and Commercial Services	Finance General	Total
	£m	£m	£m	£m	£m	£m	£m
Savings shortfall	-4.584	-0.332	0.000	0.000	0.000	0.000	-4.916
Red Significant concern saving may not be delivered, or there may be a large variance (50% and above).	-0.567	0.000	0.000	0.000	0.000	0.000	-0.567
Amber Some concern saving may not be delivered or there may be some variance (up to 50%).	-6.000	-0.168	0.000	0.000	0.000	0.000	-6.168
Green Confident saving will be delivered (100% forecast).	-6.743	-6.322	-3.891	-0.931	-0.945	-1.122	-19.954
Total forecast delivery	-13.310	-6.490	-3.891	-0.931	-0.945	-1.122	-26.689
Total budget savings	-17.894	-6.822	-3.891	-0.931	-0.945	-1.122	-31.605

Commentary on savings shortfalls

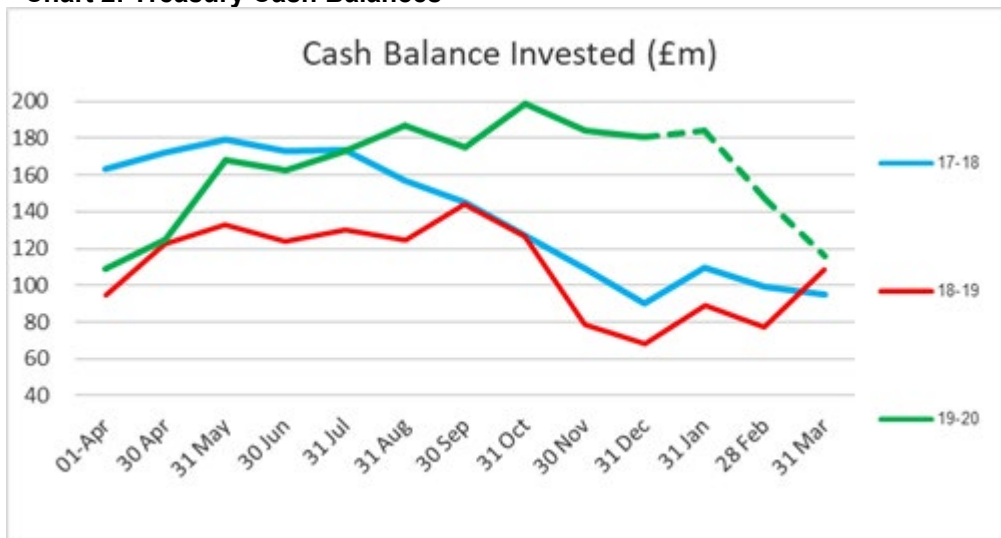
- 5.4 Five savings have been rated as RED, and two rated as AMBER, where partial delivery of savings is forecast. This equates to an overall forecast savings shortfall of £4.916m (16% of total budgeted savings).

The overall savings shortfall forecast has remained unchanged since period 8. A full commentary was provided in the 4 November 2019 Cabinet Finance Monitoring report.

6 Treasury management summary

- 6.1 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 three years, to March 2020.

Chart 2: Treasury Cash Balances

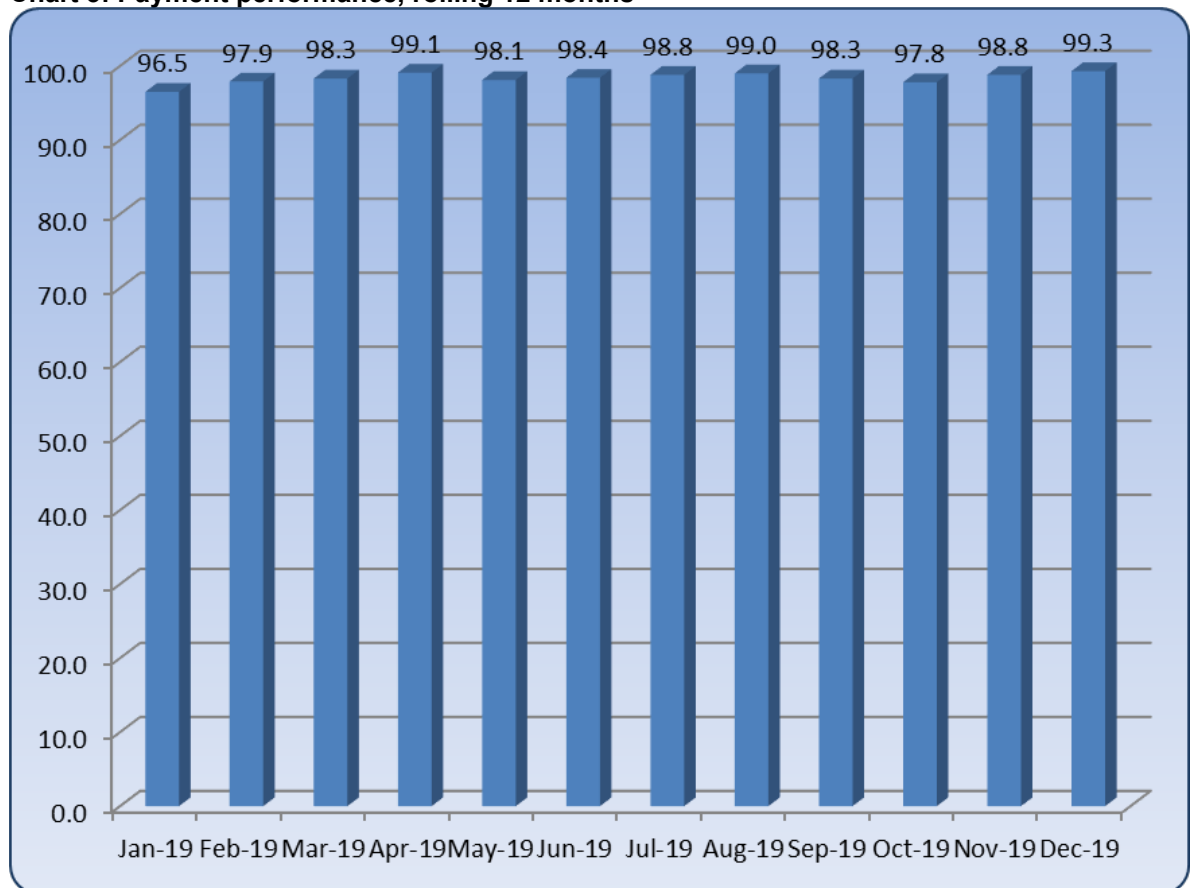


- 6.2 The forecast closing balance of just under £120m is slightly higher than closing balances in March 2018 and 2019.
- 6.3 The graph above reflects the total of £87.1m borrowed in the year to date. This is £7.1m more than originally forecast, and includes £17.1m borrowed at a favourable “infrastructure rate” of 1.7% in November. No further borrowing is anticipated in 2019-20.
- 6.4 In the short term, new borrowing effectively replacing cash balances which have been used on a temporary basis to fund capital expenditure, which avoids the cost of ‘carrying’ unnecessary debt.
- 6.5 PWLB and commercial borrowing for capital purposes was £706m at the end of December 2019. Associated annual interest payable is £28.9m. On 9 October 2019 HM Treasury announced that 1% will be added to new PWLB borrowing rates, excluding certain infrastructure loans. This is likely to increase the cost of future borrowing.

7 Payment performance

7.1 This chart shows the percentage of invoices that were paid by the authority within 30 days of such invoices being received. Some 420,000 invoices are paid annually. Over 99% were paid on time in December. The percentage has not dropped below 96% in the last 12 months.

Chart 3: Payment performance, rolling 12 months



*Note: The figures include an allowance for disputes/exclusions.

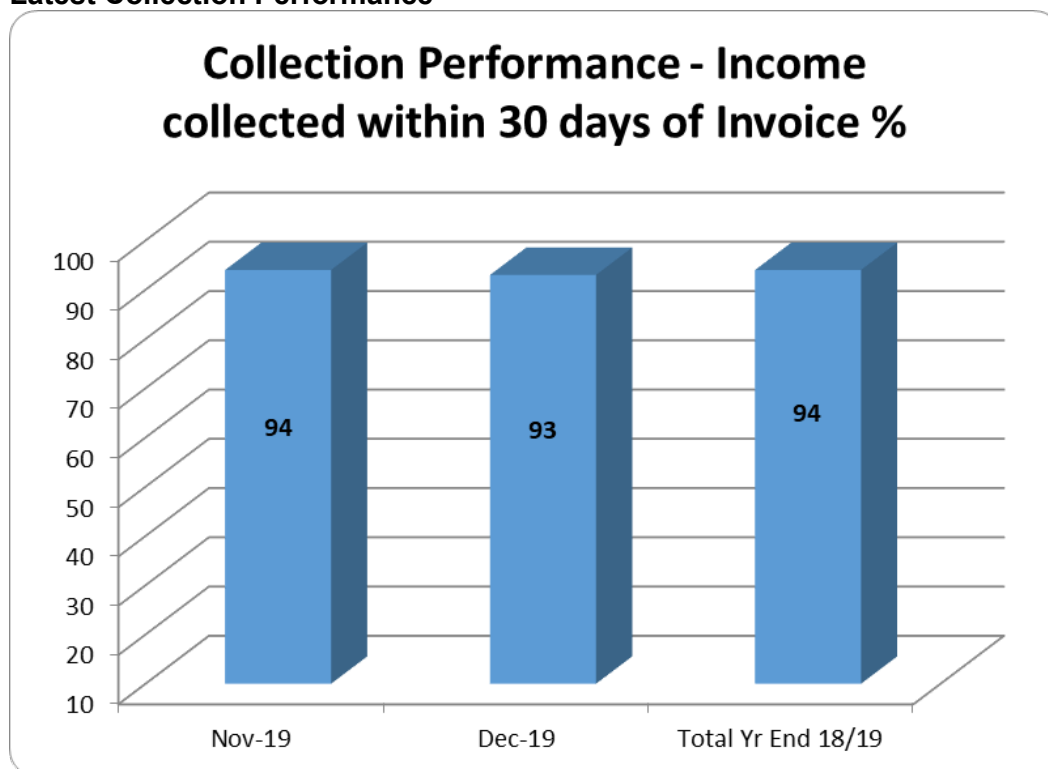
8 Debt recovery

8.1 **Introduction:** Each year the County Council raises over 150,000 invoices for statutory and non-statutory services totalling over £1bn. In 2018-19 94% of all invoiced income was collected within 30 days of issuing an invoice, and 98% was collected within 180 days.

Debt collection performance measures

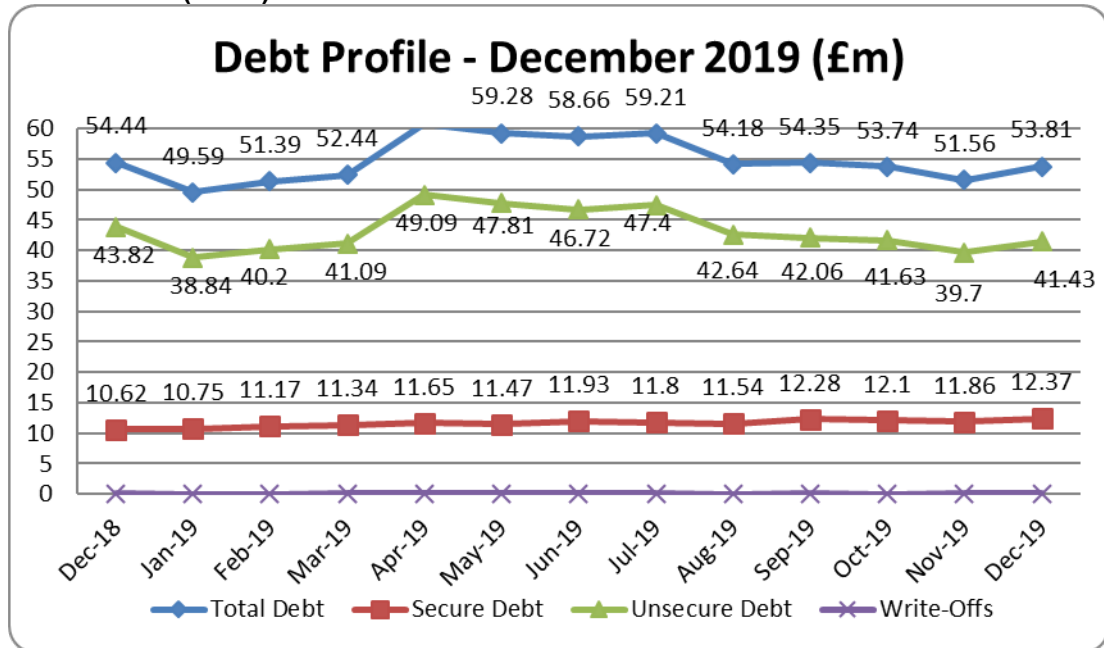
8.2 The proportion of invoiced income collected within 30 days for invoices raised in the previous month – measured by value – was 93% in December 2019.

Latest Collection Performance



8.3 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:

Debt Profile (Total)



Of the £41.4m unsecure debt at the end of December, £9.9m is under 30 days. The largest area of unsecure debt relates to charges for social care, £28.9m, of which £9.3m is debt with the CCG's for shared care, Better Care Pooled Fund, continuing care and free nursing care.

- 8.4 Secured debts amount to £12.3m. Within this total £3.8m relates to estate finalisation where the client has died, and the estate is in the hands of the executors.
- 8.5 **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 Executive Director of Finance and Commercial Services approves the write off of all debts up to £10,000.
- 8.6 Service departments are responsible for funding their debt write offs. Before writing off any debt all appropriate credit control procedures are followed.
- 8.7 For the period 1 April 2019 to the end of December 2019, 843 debts less than £10,000 were approved to be written off following approval from the Executive Director of Finance and Commercial Services. These debts totalled £433,718.23.
- 8.8 Two debts over £10,000 totalling £36,925.35 were approved for write off in May 2019 and written off in the 2018-19 accounts.

Revenue Annex 1

Forecast revenue outturn

Revenue outturn by service

Table A1a: revenue over and (under) spends by service

Service	Revised Budget	Net total over / (under) spend	Over / (under) spend as %	Forecast net spend
	£m	£m		£m
Adult Social Services	240.753	2.699	1.1%	243.452
Children's Services	181.136	13.300	7.3%	194.436
Community and Environmental Services	153.827	-0.346	-0.2%	153.481
Strategy and Governance	8.747	-0.057	-0.7%	8.690
Finance and Commercial Services	30.372	0	0.0%	30.372
Finance General	-205.542	-13.675	6.7%	-219.217
Forecast outturn this period	409.293	1.921	0.5%	411.214
Prior period forecast	409.293	3.696	0.9%	412.989

Reconciliation between current and previously reported underspend

Table A1b: monthly reconciliation of over / (under) spends

	£m
Forecast overspend brought forward	3.696
Movements December 2019	
Adult Social Services	
Children's Services	1.100
Community and Environmental Services	
Strategy and Governance	
Finance and Commercial Services	
Finance General	-2.875
Outturn over/(under) spend	1.921

Revenue Annex 1 continued

The net underspend is a result of a range of underlying forecast over and underspends which are listed below.

Revenue budget outturn by service – detail

Adult Social Services	Over spend	Under spend	Changes
	£m	£m	£m
Business Development		-0.087	0.025
Commissioned Services	0.860		0.257
Early Help & Prevention		-0.450	-0.134
Services to Users (net)	1.715		-0.831
Management, Finance & HR	0.661		0.683
Forecast over / (under) spends	3.236	-0.537	0
Net total	2.699		
Children's Services	Over spend	Under spend	Changes
	£m	£m	£m
Social Care including placements	11.400		0.700
Education Services including Home to School Transport	5.000		0.300
Early Help, Prevention & Commissioning	0.700		0.100
Performance, Challenge & Quality	0.200		
Re-allocation of budget provision for High Needs Block due to proposed change in DSG grant conditions		-2.000	
Schools capital funded by borrowing		-2.000	
Forecast over / (under) spends	17.300	- 4.000	1.100
Net total	13.300		
<i>Dedicated schools grant</i>			
Post 16 Further Education High Needs Provision	1.000		
Independent special school places	5.500		0.400
Maintained special schools		-0.400	0.100
Alternative provision	0.800		
Short Stay School for Norfolk	1.000		
Personal Budgets	0.400		0.100
Specialist Resource Bases		-0.200	
Other	0.200		0.100
Schools block	-	-0.800	-0.700
NCC contribution			
Increase in net deficit to be carried forward		-7.500	
Forecast over / (under) spend	8.900	-8.900	-
Net total		-	

Community and Environmental Services	Over spend	Under spend	Changes
	£m	£m	£m
Culture & Heritage	0.136		
Support & Development		-0.065	
Economic Development	0.049		
Highways & Waste		-0.488	
Community Information & Learning	0.005		
Public Health		-0.184	
Fire Service	0.201		
Provision for CES departmental risks			
Forecast over / (under) spend	0.391	-0.737	
Net total		-0.346	

Strategy, Finance and Finance General	Over spend	Under spend	Changes
	£m	£m	£m
Strategy and Governance			
Communications		-0.055	
Democratic Services		-0.002	
Forecast over / (under) spend	-	-0.057	
		-0.057	
Finance and Commercial Services			
Forecast over / (under) spend		0	
Finance General (see below for narrative)			
Net impact of revised business rates projections		-2.700	
Legislator dividend		-0.500	
Insurance fund		-1.000	
Interest on balances		-0.650	
Interest on LIF loans		-0.800	
Lower than anticipated costs of redundancy / use of organisational review reserves		-1.500	
Additional use of capital receipts to repay debt		-3.525	-1.875
Use of capital receipts to support transformation costs (amount over £2m subject to County Council approval)		-3.000	-1.000
Forecast over / (under) spend		-13.675	-2.875
Net total		-13.675	

Revenue Annex 1 continued

Children's Services Commentary

Existing commitments within NCC Funded Children's Services indicate significant pressures during 2019-20 particularly within placements and support for children looked after, young people leaving care, as well as support and intervention around families to enable children and young people to stay safe at home, including staff costs where they are the intervention as well as third party support, and home to school transport for children and young people with high special educational needs.

The service pressures have been long identified by the department. These are being addressed through a sustained multi-year programme of transformation. The primary reasons for the pressures are:

- that the level of pressure rose during the latter part of 2018-19 beyond that which was covered by the additional growth monies allocated, resulting in additional pressures for 2019-20 particularly because of the full year effect of what was seen in quarter 4 of last year;
- that the savings to be achieved through transformation during 2019-20 have begun to impact with the expected impact anticipated already in the outturn forecast. The various initiatives aimed at reducing the number of children in care and changing the placement mix continue to be profiled to impact in phases throughout 2019-20;
- front line social care staffing pressures, where there is a need to have sufficient resource to manage demand and focus on the presenting complexity of need to allow for increased levels of intervention earlier to reduce escalation of need and to prevent and reduce placement spend;
- the increased duties in relation to supporting young people leaving care that were not fully funded by new burdens funding and that are having an increasing impact as the eligible cohort age and the complexity of need of those leaving care increase;
- the current commitments currently show more children with higher costs than we anticipated having when the budget was set, with the transformation expected to impact later in the year.

During this financial year, there has been a significant, unexpected unit cost increase due to very challenging market conditions outside of the County Council's control and not anticipated when the budget was set for Home to School transport for children with Special Educational Needs and Disabilities (SEND) and in receipt of Alternative Provision (AP), resulting in a forecast overspend of £4.0m. The rurality of Norfolk means that pupils often have to travel significant distance to attend a school that meets their educational needs and it is not always viable for journeys to be shared. The £120m capital SEND transformation programme will ensure that children are able to attend a school place closer to their home, which in turn will reduce down the spend on SEND transport in future years as this provision comes on board.

In relation to the financial costs for children looked after, there have been significant, positive trends since the beginning of the year that will continue to reduce the pressure over time and have mitigated further increase in placement pressures. As a

result of the positive impact of the Transformation Programme through effective earlier intervention, the number of children in care has reduced from a high of 1227 in January 2019 to 1128 at the end of December (of which 74 were unaccompanied asylum-seeking children). Significant focus is now being employed to ensure that children are able and supported to leave care as soon as it is safe for them to do so. We would expect this to result in an increase in the number of children ceasing care as well as reducing the average length of time that a child is in care for.

As well as enabling a reduction in the number of children looked after, Children's Services are already seeing a good level of success in relation to one of the key changes targeted in our placement mix with the increased in-house fostering provision and reduction in the independent fostering performing better than anticipated, with savings estimated for 2019-20 at £1.5m. A large proportion of cost is driven by residential placement numbers, these have remained stable since the start of the year. Key to bringing down the overall pressure will be the level of success we have in moving away from this provision in the medium term. Our new semi-independent provision is currently forecast to deliver approximately £0.6m savings in 2019-20, and the enhanced fostering service has recently begun

This forecast includes significant assumptions with respect to the anticipated impact of the transformation programme as it continues to evolve and as changes are embedded in business as usual. Review of children looked after placements costs over the most recent months shows a reducing trend in the monthly spend that supports the expectation that the transformation impact would begin to take effect as the year progressed. Ongoing review is required to inform future forecasts, alongside reviewing the accuracy of predictions both in relation to growth and savings. This will allow more specific forecasting and a clearer picture of where the year-end position will be. The department is already taking a number of actions to enable this clarity to be gained and to keep a careful track of progress, alongside colleagues within support services.

Since the previous report to Cabinet, the service has identified additional financial pressures that were not foreseen. These primarily relate to a small number of packages of support for children and young people who have complex needs (both looked after and those supported to live at home), alongside some additional home to school transport costs both for post-16 students and students with SEND & attending AP. The departmental leadership team have identified a plan of actions to reduce the risk of further increases.

To partially mitigate previously identified pressures, Children's Services plan to capitalise £2m of equipment spend and revenue contributions to capital expenditure by schools in line with the approach utilised in 2018-19 alongside utilising £2m that had been budgeted as a contribution from the NCC General Fund to support the DSG High Needs pressure that is assumed to be no longer required following a recent DfE consultation in relation to DSG grant conditions. Taking these mitigating actions into account, the projected overspend at period 9 for NCC Funded Children's Services has increased by £1.1m to £13.3m.

Work was undertaken to understand the potential impact of the pressures seen in 2019-20 upon future years, in particular 2020-21, as part of the Council's revenue budget planning work. These assumptions, that were based upon the best

information available at the time, were built into the Council's revenue budget planning that was recommended to full Council by Cabinet at its meeting in January.

Finance General forecast over and underspends

Explanations for the Finance General forecast under and overspends are as follows:

Net impact of revised business rates projections (underspend £2.700m)

This forecast underspend relates to the net impact of revised business rates projections from district councils, received after the Council set its budget in February 2019.

Legislator dividend (underspend £0.500m)

This forecast underspend is the result of a dividend anticipated from Legislator 1656 Limited following a sale of the company's shares in Norwich Airport.

Insurance fund (underspend £1.000m)

This forecast underspend is the result of a forecast over-provision in the light of recent insurance fund valuations.

Interest on balances (forecast underspend £0.650m)

The 2019-20 interest payable/receivable budget was prepared on the basis of a number of assumptions including cash flows, interest rates and the extent of actual borrowing. The cost and timing of borrowing has resulted in a forecast underspend.

Interest on LIF loans (underspend £0.800m)

This forecast underspend is an estimate of interest which will be accrued during 2019-20 on Local Infrastructure Fund loans made to developers to accelerate the construction of new homes in Norfolk.

Lower than anticipated costs of redundancy (forecast underspend £1.500m)

Based on the latest projections, officer forecasts for 2019-20 suggest that spend on redundancy costs will be £1.5m lower than was anticipated at the time of budget setting

Additional use of capital receipts to repay debt (underspend £3.525m)

This forecast underspend is the result of the availability of capital receipts available in the year to date over and above the £2m budget and the £2m receipts required to support transformation costs (ref Appendix 2 Capital monitoring paragraph 3.3).

Use of capital receipts to support transformation costs (underspend £3.000m)

On 25 September 2017 Policy and Resources Committee considered a report entitled Demand Management & Prevention Strategy: Children's Services. This resulted in the allocation of a one-off investment of £12-£15m into children's services over the four years 2018-22. It is proposed that subject to the achievement of property sales in 2019-20, a maximum of £3m capital receipts will be allocated to fund transformation through the "flexible use of capital receipts". This is in accordance with the policy approved by County Council on 12 February 2018 and 11 February 2019, and for amounts over £2m is subject to County Council approval of recommendations resulting from this report.

Norfolk County Council Finance Monitoring Report 2019-20

Appendix 2: 2019-20 Capital Finance Monitoring Report

Report by the Executive Director of Finance and Commercial Services

1 Capital Programme 2019-20

- 1.1 On 11 February 2019, the County Council agreed a 2019-20 capital programme of £307.858m with a further £240.734m allocated to future years', giving a total of £548.592m.
- 1.2 Additional re-profiling from 2018-19 resulted in an overall capital programme at 1 April 2019 of £617m. Further in-year adjustments have resulted in the outturn capital programme shown below:

Table 1: Capital Programme budget

	2019-20 budget	Future years
	£m	£m
New schemes approved February 2019	87.207	167.28
Previously approved schemes brought forward	220.651	73.454
Totals in 2019-22+ Budget Book (total £548.592m)	307.858	240.734
Schemes re-profiled after budget setting	58.373	5.766
Other adjustments after budget setting including new grants	4.821	
Revised opening capital programme (total £617.551m)	371.051	246.500
Re-profiling since start of year	-138.861	138.861
Other movements	56.478	112.066
Capital programme budgets (total £786.096m)	288.668	497.428

Note: this table and the tables below contain rounding differences

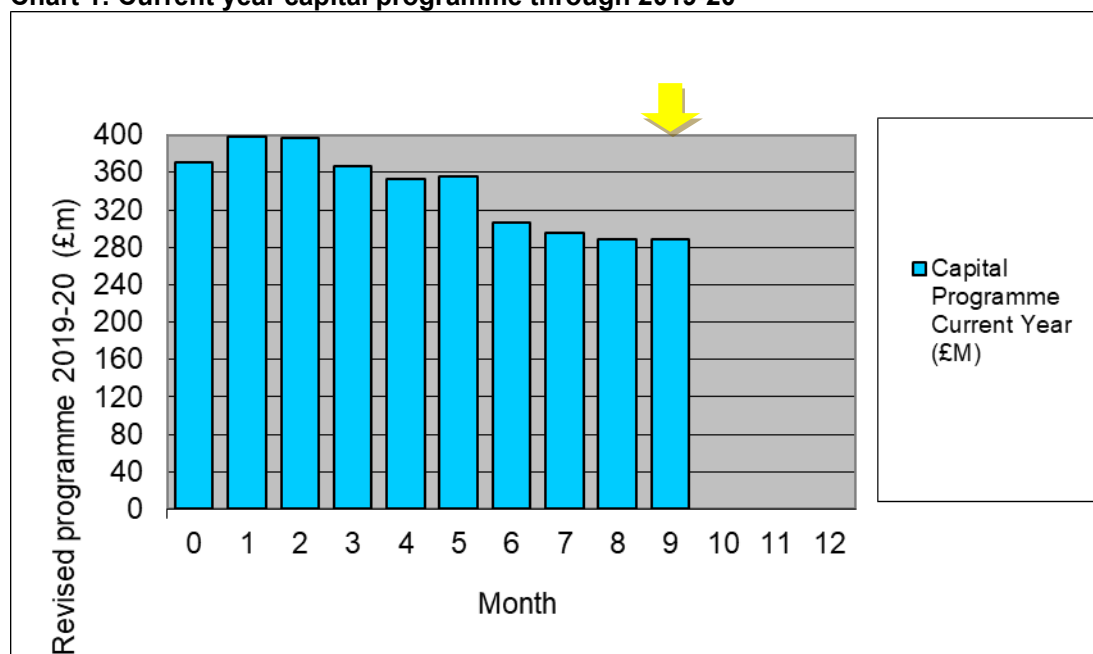
The "future years" column above includes new schemes previously approved as part of the 2019-22 capital strategy and programme.

The programme will be updated following approval of the 2020-23 budget.

Changes to the Capital Programme

1.3 The following chart shows changes to the 2019-20 capital programme through the year.

Chart 1: Current year capital programme through 2019-20



1.4 Month “0” shows the 2019-20 outturn future capital programme with a number of highways schemes added in month 1. The arrow shows the latest current year position. The current year programme will change as additional funding is secured, and as schemes are re-profiled to future years where timings become more certain.

1.5 The current year’s capital budget for each service is set out in the table below:

Table 2: Service capital budgets and movements 2019-20

Service	Opening programme	Previously reported Programme	Reprofilng since previous report	Other Changes since previous report	2019-20 latest Capital Budget
	£m	£m	£m	£m	£m
Children's Services	154.474	84.467			84.467
Adult Social Care	18.388	14.103			14.103
Community & Environmental Services	119.188	136.354			136.354
Finance & Comm Servs	79.001	53.744			53.744
Total	371.051	288.667	-	-	288.667

Note 1: this table may contain rounding differences

- 1.6 The revised programme for future years (2020-21 to 2021-22 and beyond) is as follows:

Table 3: Capital programme 2020-22

Service	Previously reported future programme	Reprofilng since previous report	Other Changes previous report	2020+ Future Capital Budget
	£m	£m	£m	£m
Children's Services	172.019			172.019
Adult Social Care	39.226			39.226
Community & Environmental Services	213.642			213.642
Finance & Comm Servs	72.541			72.541
Total	497.428	-	-	497.428

Note: this table may contain rounding differences

- 1.7 New schemes proposed for the the 2020-21 capital programme will be added as and when approved by County Council.
- 1.8 Actual expenditure to P9 is as follows:

Table 4: Actual expenditure to date

Service	Expenditure year to date
	£m
Children's Services	33.454
Adult Social Care	10.413
Community & Environmental Services	49.687
Finance and Commercial Services	9.751
Total to date	103.305

Capital accounting accruals at 31 March 2019 represented approximately 2 months expenditure. Taking this into account the rate of capital spend is averaging approximately £15m per month. Total spend in 2019-20 is therefore forecast to be £180m, compared with £158.5m in 2018-19. The current level of spend indicates that a significant amount of re-profiling of schemes into 2020-21 will take place in the final months of 2019-20 as timing of expenditure becomes more certain.

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 5: Financing of the capital programme

Funding stream	2019-20 Programme	Future Years Forecast
	£m	£m
Prudential Borrowing	131.067	302.813
Use of Capital Receipts		
Revenue & Reserves	0.155	-
<i>Grants and Contributions:</i>		
DfE	52.867	38.355
DfT	50.143	122.994
DoH	8.270	0.566
MHCLG	0.284	0.049
DCMS	0.768	5.048
Developer Contributions	20.079	16.245
Other Local Authorities	6.306	-
Local Enterprise Partnership	9.594	-
Community Infrastructure Levy	2.986	-
National Lottery	2.646	9.652
Other	3.504	1.707
Total capital programme	288.667	497.429

Note: this table may contain rounding differences

- 2.2 Significant capital receipts are anticipated over the life of the programme. These will be used either to re-pay debt as it falls due, for the flexible use of capital receipts to support the revenue costs of transformation, with any excess receipts used to reduce the call on future prudential borrowing. For the purposes of the table above, it is assumed that all capital receipts will be applied directly to the re-payment of debt and transformation projects, rather than being applied to fund capital expenditure.
- 2.3 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 2019, gave the best estimate at that time of the value of properties available for disposal in the three years to 2021-22, totalling £23.6m. Revised estimates, particularly around the value of development land and the potential to re-use rather than dispose of properties, resulted in an updated mid-year forecast:

Table 6a: Disposals longer term forecast

Financial Year	Property sales forecast £m
2019-20	10.296
2020-21	9.483
2021-22	1.322
2022-23	2.075
2023-24	0.805
	23.981

- 3.3 The revised schedule for current year disposals is as follows:

Table 6b: Capital receipts current financial year £m

Capital receipts 2019-20	£m
Capital receipts reserve brought forward	0.413
Actual net property sales to P9	2.035
Other property sales secured	0.250
Anticipated sale of land at Acle to Repton Property Developments	2.500
Loan repayments received	1.403
Airport shares disposals	1.797
Other loan repayments (group companies) due 2019-20	0.226
	8.624
Forecast use of capital receipts	
Budget 2019-20 to repay debt	2.000
Total use of capital receipts to repay debt (max £5.525m PWLB maturity debt repayments)	3.525
Flexible use of capital receipts to support transformation costs (maximum £3m, subject to approval)	3.000
Balance to fund capital expenditure or carry forward	0.099
	8.624

In addition to the receipts from the disposal of property shown above, further sales are anticipated in the final quarter of 2019-20 which will be accounted for when payments have been received.

3.4 Flexible use of capital receipts

Proposed strategy for the flexible use of capital receipts

On 11 February 2019 the County Council approved a capital programme including the Flexible Use of Capital Receipts Strategy for 2019-20 to 2021-22. The strategy referred to programme of transformation change entitled Demand Management & Prevention Strategy: Children's Service which was considered by Policy and Resources Committee on 25 September 2017 and resulted in the allocation of £12-£15m into Children's Services over the four years 2018-22

The investment will fund a programme of transformational change, including investment in specialist, well supported alternatives to residential care, better 16+ provision, workforce training and development and better targeted interventions.

The aim is to create a financially sustainable social care model. Critical to this is ensuring a reduction in looked after children's numbers, with the considerable savings that this will generate. As a result of the positive impact of the Transformation Programme through effective earlier intervention, the number of children in care has reduced from a high of 1227 in January 2019 to 1128 at the end of December.

Additional capital receipts are expected in 2019-20, in particular resulting from the proposed sale of farmland at Acle to Repton Property Developments Limited. As a result of the demonstrated impact of the programme, and the anticipated capital receipts, it is proposed that the maximum capital receipts allocated to the Children's Services Demand Management & Prevention Strategy and other transformation costs in 2019-20 is increased from £2m to a maximum of £3m, subject to the total value of property receipts realised in 2019-20. This is consistent with the strategy for the flexible use of capital receipts proposed for 2020-21.

4 New schemes to be added to the Capital Programme

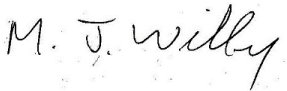
4.1 Acquisition of Pump Farm, Weston Longville £1.250m

Pump Farm, Weston Longville is a 13.1 acre property located on the preferred route for the proposed Norwich Western Link. Reasons for acquiring the property are set out in a separate report to this Cabinet. Subject to approval of the purchase, a capital budget will be required to fund the purchase, to be funded from prudential borrowing.

Norfolk County Council

Record of Individual Cabinet Member Decision

Responsible Cabinet Member:	
Cllr Martin Wilby (Cabinet Member for Highways, Infrastructure and Transport)	
Background and Purpose:	
<p>Norfolk County Council's salt PFI will end on 30th April 2020. In order to ensure we can procure the salt supply to the county, we need to award a new contract for salt supply.</p> <p>In line with the recommendation in the 8th March 2019 Environment, Development and Transport (EDT) Committee meeting, a full open procurement exercise has been undertaken, which formally ended on 25th November 2019.</p>	
Decision:	
<ol style="list-style-type: none"> 1. Norfolk County Council to award the contract for salt supply to the successful tenderer: Compass Minerals UK Ltd. 2. The decision to approve and sign the new salt supply contract is delegated to the Assistant Director (Highways & Waste). 	
Is it a key decision?	No
Is it subject to call in? If Yes – Deadline for Call in	Yes
	Date: 4pm Tuesday 21 January 2020
Impact of the Decision:	
The impact of the decision is that arrangements for future salt supply will be secured for the county.	
Evidence and reason for the decision:	
This decision is required to allow Norfolk County Council to conclude the tender process. The decision to go out to open tender was made at the 8 th March 2019 EDT Committee meeting and we now need to award this contract. This will enable the Council to continue to fulfil its statutory duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice (Clause 41 in the Highways Act 1980).	
Alternative options considered and rejected:	

Alternative options were considered as part of the 8 th March 2019 EDT Committee report and the option to undertake a full open procurement exercise was recommended and approved.	
Financial, Resource or other implications considered: Based on a typical year and weather conditions, the proposal can be funded from the existing CES Highways budget for winter maintenance. Existing resources will be utilised. There are no other implications to consider.	
Record of any conflict of interest: N/A	
Background Documents: <ul style="list-style-type: none"> - The Winter Service Review report can be viewed here. - The minutes agreeing to the recommendations of the above report can be viewed here, point 14.3. 	
Date of Decision:	10/01/2020
Publication date of decision:	14 January 2020
Signed by Cabinet member: I confirm that I have made the decision set out above, for the reasons also set out  Signed: Print name: Councillor Martin Wilby Date: 10/01/2020	
Accompanying Documents: <ul style="list-style-type: none"> - Individual Cabinet Member Decision Report – Highways Winter Service - Salt Supply Contract 	

Once you have completed your internal department clearance process and obtained agreement of the Cabinet Member, send your completed decision notice together with the report and green form to committees@norfolk.gov.uk

Individual Cabinet Member Decision Report

Decision making report title:	Highways Winter Service - Salt Supply Contract
Responsible Cabinet Member:	Cllr Martin Wilby (Cabinet Member for Highways, Infrastructure and Transport)
Responsible Director:	Tom McCabe (Executive Director, Community and Environmental Services)
Is this a key decision?	No
<p>Executive Summary/Introduction from Cabinet Member</p> <p>On the 8th March 2019, the Environment, Development & Transport (EDT) Committee approved the decision to take forward procurement of a new salt supply contract, under OJEU Tender. This contract would take effect from the end of the Salt PFI in April 2020. The Winter Service Review report can be viewed here. The minutes agreeing to the recommendations of the aforementioned report can be viewed here, point 14.3. In line with this recommendation, a full and open procurement exercise has been undertaken, which formally ended on 25th November 2019.</p> <p>Following the tender exercise, it is requested that the Cabinet Member approves the award of the future salt supply contract. This will allow the contract to be awarded to the successful tenderer. Awarding of this contract will allow Norfolk County Council to ensure its salt supply for the county for the next 5 years, with the option to extend for 2 years, plus a further 1 year.</p> <p>Recommendations</p> <p>The Cabinet Member is asked to agree that:</p> <ol style="list-style-type: none"> 1. Norfolk County Council awards the contract for salt supply to the successful tenderer: Compass Minerals UK Ltd. 2. The decision to approve and sign the new salt supply contract is delegated to the Assistant Director (Highways & Waste). 	

1. Background and Purpose

Norfolk County Council's existing 20-year salt PFI will end on 30th April 2020. To ensure we can secure the future salt supply to the county, a new contract is needed.

In line with the recommendation in the 8th March 2019 Environment, Development and Transport (EDT) Committee meeting, a full and open procurement exercise has been undertaken, which formally ended on 25th November 2019.

2. **Proposals**

In line with the recommendations of the March 2019 EDT report, a full and open procurement exercise has been undertaken. A review of the submitted tender documents has been undertaken and the Council is now able to award the contract.

Due to the nature of industry, there are a very limited number of providers in the UK. Only one tender submission for treated salt supply was received. This was from Compass Minerals UK Ltd, who are the Council's current provider.

In addition to the decision, it is also recommended that the signing of the contract is delegated to the Assistant Director (Highways & Waste).

This will enable the contract award process to be completed and ensure continuity of treated salt supply for Norfolk.

3. **Impact of the Proposal**

The impact from this proposal is that the future supply of treated salt for winter gritting will be secured for up to eight years.

4. **Evidence and Reasons for Decision**

This decision is required to allow Norfolk County Council to conclude the tender process. The decision to go out to open tender has already been actioned and we now need permission to award this contract to allow us to continue being able to fulfil our statutory duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice (Clause 41 in the Highways Act 1980).

5. **Alternative Options**

Alternative options were considered as part of the 8th March 2019 EDT report and the option to undertake a full and open procurement exercise was recommended and approved.

6. **Financial Implications**

- 6.1 There are no additional financial implications over and above those identified in the March EDT report. The purchase of salt can be accommodated within the existing CES Highways winter maintenance budget.

7. **Other Implications**

7.1 **Equality Impact Assessment (EqIA)**

This decision is not relevant to equality and as such an EqIA has not been undertaken.

7.2 **Health and Safety Implications:**

There are no health and safety implications – this product has been used on roads in Norfolk for more than a decade.

7.3 Sustainability Implications

There are no additional sustainability implications as a result of awarding the salt supply contract.

7.4 Any Other implications

Officers have considered all the implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to consider.

8. Risk Implications/Assessment

8.1 There are no additional risk implications to note with regards to this report – as highlighted, this product has been used for the past decade and has been found to be reliable and effective.

9. Select Committee Comments

9.1 Not applicable.

10. Recommendation

10.1 The Cabinet Member is asked to agree that:

1. **Norfolk County Council awards the contract for salt supply to the successful tenderer: Compass Minerals UK Ltd.**
2. **The decision to approve and sign the new salt supply contract is delegated to the Assistant Director (Highways & Waste).**

Background Papers

- The Winter Service Review report (March EDT report) can be viewed [here](#).
- The minutes agreeing to the recommendations of the above report can be viewed [here](#), point 14.3.

Officer Contact

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

Officer Name: Alex Thorburn
Tel No: 01603 222760
Email address: alexander.thorburn@norfolk.gov.uk



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

Norfolk County Council

Record of Individual Cabinet Member Decision

Responsible Cabinet Member: Councillor Martin Wilby (Cabinet Member for Highways, Infrastructure and Transport)	
Background and Purpose:	
<p>The aim of these proposals is to provide a consistent approach to waiting restrictions throughout Wells-Next-The-Sea and to improve congestion found in the town during busy periods. This is primarily due to visitors and residents searching for on-street spaces which results in circulating traffic. Removing on-street parking will also encourage the use of dedicated car parks throughout the town.</p> <p>To achieve this, Norfolk County Council proposed the implementation of a traffic regulation order to provide new prohibition of waiting restrictions and amendments to existing 'At Any Time' seasonal prohibition of waiting restrictions. This will enable restrictions to be in force all year round, not just between Good Friday and 30 September, for various locations within Wells-Next-The-Sea.</p>	
Decision:	
<p>To implement NORFOLK COUNTY COUNCIL (WELLS-NEXT-THE-SEA, VARIOUS ROADS) PROPOSED TRAFFIC REGULATION ORDERS 2019 as recommended in attached report.</p>	
Is it a key decision?	No
Is it subject to call in? If Yes – Deadline for Call in	Yes
	Date: 4pm on Tuesday 21 January 2020
Impact of the Decision: As detailed in the attached Report.	
Evidence and reason for the decision: As detailed in the attached Report.	
Alternative options considered and rejected: As detailed in the attached Report.	
Financial, Resource or other implications considered: As detailed in the attached Report.	
Record of any conflict of interest: None.	

Background Documents:

Appendix A - Traffic Regulation Order and Plan
Appendix B - Traffic Regulation Order

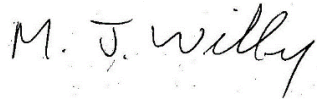
Date of Decision:

Publication date of decision:

14 January 2020

Signed by Cabinet member:

I confirm that I have made the decision set out above, for the reasons also set out



Signed:

Print name: Councillor Martin Wilby

Date: 18/12/2019

Accompanying Documents:

**NORFOLK COUNTY COUNCIL
(WELLS-NEXT-THE-SEA, VARIOUS ROADS)
PROPOSED TRAFFIC REGULATION ORDERS 2019**

Once you have completed your internal department clearance process and obtained agreement of the Cabinet Member, send your completed decision notice together with the report and green form to committees@norfolk.gov.uk

Individual Cabinet Member Decision Report

Item No.

Decision making report title:	NORFOLK COUNTY COUNCIL (WELLS-NEXT-THE-SEA, VARIOUS ROADS) PROPOSED TRAFFIC REGULATION ORDERS 2019
Responsible Cabinet Member:	Councillor Martin Wilby (Cabinet Member for Highways, Infrastructure and Transport)
Responsible Director:	Tom McCabe (Executive Director, Community and Environmental Services)
Is this a key decision?	No
Recommendations <ul style="list-style-type: none">• To agree proposals 1 and 2 and seal the Traffic Regulation Orders.	

1. Background and Purpose

- 1.1 Norfolk County Council was requested by Wells-Next-The-Sea Town Council and the local member, Councillor Marie Strong, to progress proposals for a traffic regulation order to provide various new prohibition of waiting restrictions and amendments to existing seasonal prohibition of waiting restrictions so that they are in force all year round.
- 1.2 The aim of these proposals is to provide a consistent approach to waiting restrictions throughout Wells-Next-The-Sea and to improve congestion found in the town during busy periods. This is primarily due to visitors and residents searching for on-street spaces which results in circulating traffic. Removing on-street parking will also encourage the use of dedicated car parks throughout the town.

2. Proposals

- 2.1 **Proposal 1:** Following requests by Wells-Next-The-Sea Town Council and the local member, Councillor Marie Strong, Norfolk County Council was requested to progress proposals for a traffic regulation order to provide various new 'At Any Time' prohibition of waiting restrictions and amendments to existing 'At Any Time' seasonal prohibition of waiting restrictions so that they are in force all year round. It was also requested to provide time restricted prohibition of waiting restrictions at various locations.
- 2.2 The proposals were advertised on site and in the local press on 16 November 2018 with a closing date for objections of 11 December 2018. A copy of the order and drawings are included in Appendix A. Approximately 310 stakeholders were consulted by letter. A copy of the advertised order and drawings was also made available on the Wells-Next-The-Sea town council web site for the duration of the consultation period.

- 2.3 These proposals shall exclude 'A149 Burnt Street/Church Street North-side from a point 15 metres west of the centreline of its junction with the U14476 Church Plain south-eastwards for a distance of 110 metres' (second row on schedule 1 in Appendix A). This section was re-advertised on 13 December 2019 to include 'A149 Burnt Street/Church Street North-side from a point 15 metres west of the centreline of its junction with the U14476 Church Plain westwards for a distance of 80 metres'.
- 2.4 **Proposal 2:** Following the first consultation, a request was received from Councillor Marie Strong to progress an additional traffic regulation order to provide a parking bay on East Quay and a limited waiting restriction opposite the Alderman Peel High School to prevent parked coaches obstructing visibility during busy school times.
- 2.5 Loading restrictions were also proposed along The Quay in addition to the waiting restrictions included within proposal 1. The loading restrictions will enable a proposed pedestrian safety improvement scheme to be constructed which will require the existing carriageway width to be narrowed to allow the footway to be widened. This will also create an unobstructed route for traffic, especially caravan and low loader access to the nearby holiday park. It is also proposed that a mini-roundabout will be constructed on The Quay at its junction with Beach Road, but this work is not dependant on the traffic regulation order.
- 2.6 The proposals were advertised on site and in the local press on 5 July 2019 with a closing date for objections of 30 July 2019. A copy of the order is included in Appendix B. Approximately 85 stakeholders were consulted by letter.
- 2.7 With reference to the proposals to include waiting restrictions opposite the Alderman Peel High School; it has since been determined that these are currently outside of the scope of this scheme and that they will not be progressed as part of these proposals. Therefore, it is recommended that Schedule 3 of the proposed order in Appendix B is not sealed at this time.
- 2.8 With reference to the proposed parking bays on East Quay; through further consideration to comments received from the consultation and discussion with the County Council Network Safety and Sustainability Team it has been identified that it would be desirable to provide safety barriers along this length and that additional space for pedestrian access to vehicles would be required if parking bays were to be provided. This will require more detailed investigation, incur further expense and may impact the current appearance of the area. It is considered that this is outside of the scope of the current proposals and it would be more appropriate if this was given separate future consideration depending upon the funding available. Therefore, it is recommended that Schedule 4 of the proposed order in Appendix B is not sealed at this time.

3. Impact of the Proposal

- 3.1 **Proposal 1:** The first consultation received 37 formal objections and 49 expressions of support. A letter dated 24 May 2019, was sent to the objectors which provided the County Council's responses to the main themes raised. It was requested that the County Council be notified by 21 June 2019 if the objector still wished to uphold their objection. Following this, a total of 19 outstanding objections were received.
- 3.2 **Proposal 2:** The second consultation received 11 formal objections and 1 expression of support from Norfolk Constabulary with consideration to a minor amendment.

4. Evidence and Reasons for Decision

The main themes of the objections received are detailed below with corresponding officer comments.

4.1 Businesses, builders and trades people need to park for access

Where waiting restrictions are implemented without a loading ban, specialist trades people will still be able to park using a dispensation scheme which is administered on the County Council's behalf by the enforcing District Council. A dispensation allows parking contrary to the restrictions for a specific purpose or job and is only valid for the stated purpose, it is not intended for general parking.

It is acknowledged that the proposed loading restrictions on The Quay will mean that deliveries will need to be transported from the existing loading bay to businesses on the opposite side of the carriageway. However, the restrictions will also contribute to a safer environment for pedestrians and improved visibility when crossing the carriageway by removing obstructions caused by parked vehicles. They will also play a key part of enabling proposed pedestrian safety improvements to widen the footway and narrow the carriageway along The Quay to be implemented.

4.2 The proposals impact negatively on workers within the town as they will have nowhere to park

Whilst we appreciate that there is some impact on workers, long stay parking, whether for business or leisure should be off-street where it has minimal impact on traffic flow and does not affect residents. There are other long stay parking options available. It might be that a season ticket for a District Council car park is appropriate. These make parking affordable with a 12-month ticket bringing the cost down to approximately 55p per day and a 3-month ticket making parking around 72p per day. These also have the additional bonus of being valid in other car parks.

4.3 Why include this street? Additional waiting restrictions cause undue impact on residents

When implementing waiting restrictions, experience tells us that some parking will always be displaced. Therefore, area wide schemes need to consider the potential for displacement. This results in additional restrictions where residents may, at present, not witness problem parking but are likely to because of a scheme. Residents who suffer with or are concerned that they will suffer from vehicles blocking driveways, can request civil enforcement of the issue. Similarly, obstructive and dangerous parking can be reported to the police who have wider powers to deal with those issues.

4.4 Leading/attending a class with lots of equipment

Where loading bans (kerb ticks) are not in place drivers can stop and load/unload on double yellow lines, provided that no obstruction is caused. Drivers will then be able to move their vehicle to an appropriate location to park.

4.5 Loss of on-street parking will make the town less attractive to visitors

One of the reasons for proposing the scheme is to remove the apparent confusion over the seasonal nature of the parking restrictions which has resulted in visitors

receiving tickets. Visitors, especially those unfamiliar with a location will not expect to park for free on a quiet residential street. They want convenient readily accessible car parking. Those drivers choosing to park on street are likely to be residents or local regular visitors that know the area well.

4.6 Loss of parking will speed up traffic

While this is true in certain circumstances, for example where roads are wide and straight, most drivers will adjust their speed to the prevailing conditions. Where it is evident that there is a lot of activity by pedestrians, where the carriageway narrows and forward visibility is restricted drivers will naturally reduce their speed whether vehicles are parked or not.

4.7 Change from parking to no parking on East Quay

Restrictions on parking are already in place, they cover the summer tourist season from 8am to 8pm. However, destinations like Wells-Next-the-Sea are starting to attract visitors over a longer season and increasingly, the pressures of visitor parking are being felt year-round by residents. This scheme aims to address this by standardising the restrictions across the town, thereby avoiding confusion.

4.8 The proposal only goes some way to solving the issue of parking management in Wells-Next-the-Sea

This scheme is only one part of a longer-term goal to improve parking and traffic management in Wells-Next-the-Sea. Other schemes have sought to improve signage and routing to car parks, which work together with private developments to improve off-street car parking capacity.

4.9 Why do we need to improve traffic flow; surely slower vehicles mean it's safer?

One of the aims of the scheme is to improve congestion found in the town during busy periods. This is primarily due to visitors and local residents searching for on-street spaces which results in circulating traffic.

4.10 Do not remove parking, instead implement a resident parking scheme

A resident parking permit scheme is an aspiration of the Town Council and one that the County Council would support if there were enough residents willing to join a scheme. It is one of several tools to strategically manage parking within the town.

4.11 Parking is expensive in Wells-Next-the-Sea and additional restrictions will put visitors off

The County Council has no control over the level of charging in District Council and private off-street car parks. However, current tariffs will reflect the resort nature of Wells-Next-The-Sea. They are comparable with similar towns, with pricing varying depending on location. Tariffs are set to encourage longer stays with the hourly rate becoming very competitive.

4.12 Insufficient number of parking spaces in Wells-Next-The-Sea for visitors

Wells-Next-the-Sea is well served with parking, there are approximately 1,000 off-street car parking spaces for visitors to use.

4.13 Introduce Park and Ride

This is beyond the scope of this scheme however, officers will highlight this to the Town Council as an aspiration of residents.

4.14 Safety concerns regarding proposed parking bays on East Quay

Through further consideration to comments received from the consultation and discussion with the County Council Network Safety and Sustainability Team it has been identified that it would be desirable to provide safety barriers along this length and that additional space for pedestrian access to vehicles would be required if parking bays were to be provided. It is considered that this is currently outside of the scope of the current proposals and it would be more appropriate if this was given separate future consideration depending upon the funding available.

4.15 Displaced parking resulting from proposed limited waiting restriction opposite the Alderman Peel High School

Further consideration has been given to the proposals to include waiting restrictions opposite the Alderman Peel High School. As a result; it has been determined that these are currently outside of the scope of this scheme and that these will not be included with these proposals.

5. Alternative Options

- 5.1 The alternative option would be to abandon these proposals. This would mean the existing congestion problems would remain within Wells-Next-The-Sea and it would not be possible to construct the proposed pedestrian improvements on The Quay. This option is not recommended.

6. Financial Implications

- 6.1 This traffic regulation order and the associated works are being funded by contributions from Councillor Marie Strong's members budget, Wells-Next-The-Sea Town Council and Norfolk County Council.

7. Resource Implications

- 7.1 **Staff:**
The scheme will be delivered under existing resources.
- 7.2 **Property:**
No issues identified.
- 7.3 **IT:**
No issues identified.

8. Other Implications

- 8.1 **Legal Implications**
These proposals require an existing traffic regulation order to be amended and nplaw have advised on the making of this Order and confirmed that actions taken to date have been compliant with the legislative requirements.
- 8.2 **Human Rights implications**
No issues identified.

8.3 Equality Impact Assessment (EqIA) (this must be included)

Norfolk County Council has a duty to pay due regard to equality when exercising its public functions. In making this traffic regulation order, officers have considered the potential impact on local people, particularly disabled and older people and parents and carers of children and others who may have particular needs when using the highways. Public consultation on the traffic regulation order has taken place, to enable people to highlight any issues it is important for the County Council to be aware of before a decision is made.

8.4 Health and Safety implications (where appropriate)

No issues identified.

8.5 Sustainability implications (where appropriate)

No issues identified.

8.6 Any other implications

No issues identified.

9. Risk Implications/Assessment

9.1 The proposals would legally allow Norfolk County Council to implement Waiting Restrictions therefore successfully delivering the scheme as proposed by the Council with support from the Local Member and Town Council, therefore making the roads safer.

10. Select Committee comments

10.1 N/A.

11. Recommendation

11.1 To agree proposals 1 and 2 and seal the Traffic Regulation Orders.

12. Background Papers

12.1 Please refer to appendices for copies of advertised orders and plans.

Officer Contact

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

Officer name : Nick Woodruff **Tel No. :** 01603 638085

Email address : nick.woodruff@norfolk.gov.uk



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.

Appendix A:

THE NORFOLK COUNTY COUNCIL (WELLS-NEXT-THE-SEA, VARIOUS ROADS) (PROHIBITION OF WAITING) AMENDMENT ORDER 2018

The Norfolk County Council propose to make the above Order under the Road Traffic Regulation Act 1984. The effect of this Order will be to:

- 1) prohibit waiting at any time along the lengths of road specified in Schedule 1.
- 2) prohibit waiting Monday to Sunday between 0800 hrs and 2000 hrs along the lengths of road specified in Schedule 2.

These proposals would amend The Norfolk County Council (Council (Wells-Next-The-Sea, Various Roads) (Prohibition of Waiting) Order 2015 to: i) vary lengths of road currently subject to no waiting at any time; ii) change times/ seasonal waiting restrictions to all year round no waiting provisions and iii) the addition of new lengths of road subject to no waiting at any time.

SCHEDULE 1

In the Town of Wells-Next-The-Sea

Proposed Prohibition of Waiting At Any Time

U10020 Bolts Close West Side	-	From its junction with the U14475 Station Road northwards for a distance of 59 metres
A149 Burnt Street/ Church Street North Side	-	From a point 15 metres west of the centreline of its junction with the U14476 Church Plain south-eastwards for a distance of 110 metres
U1011 Clubbs Lane East Side	-	From its junction with the U10009 Theatre Road to a point 19 metres north of its junction with U14475 Mill Road/ Station Road.
U14476 Marsh Lane North Side	-	From its junction with the U10021 High Street north-eastwards for a distance of 88 metres
U14476 Marsh Lane South Side	-	From a point 5 metres north-east of its junction with the U10021 High Street/ U14476 Church Plain north-eastwards for a distance of 80 metres
U10024 Northfield Lane North Side	-	From the centreline of its junction with the U10023 Jolly Sailors Yard eastwards to its junction with Northfield Way covering a distance of 59 metres
U10024 Northfield Lane South Side	-	From its junction with Northfield Avenue to its junction with Knitting Needle Lane covering a distance of 55 metres
C881 Polka Road West Side	-	From its junction with A149 Church Street north-westwards for a distance of 68 metres
C881 Polka Road West Side	-	From a point 46 metres south of its junction with U14475 Station Road for a distance of 70 metres southwards
C881 Polka Road East Side	-	From its junction with the A149 Stiffkey Road/ Warham Road north-westwards for a distance of 70 metres
U10014 Southgate Close	-	For its entire length

Both Sides		
U10002 Bases Lane Both Sides	-	From its junction with the U14474 Park Road/Theatre Road westwards for a distance of 5 metres
U10008 Jicklings Yard West Side	-	From its junction with Theatre Road for a distance of 25 metres northwards
U10008 Jicklings Yard East Side	-	From its junction with Theatre Road to the access to the car park
U14474 Park Road Both Sides	-	From its junction with the U10002 Bases Lane/ U14474 Theatre Road southwards to its junction with the U14475 Mill Road
U14474/U10009 Theatre Road Both Sides	-	From its junction with the U10002 Bases Lane eastwards to its junction with the U10008 Jicklings Yard/ U10010 Newgate Lane
C881 The Quay South Side	-	From a point 4 metres east of the centreline of its junction with the U10022 East Quay westwards to a point opposite the centreline of its junction with the U10033 Beach Road
U14474 Glebe Road Both Sides	-	From its junction with the C881 Freeman Street southwards to its junction with the U10009 Theatre Road
U10024 Northfield Lane North Side	-	From its Junction with Standard Road to the junction with Jolly Sailors Yard
U10024 Northfield Lane South side	-	From its junction with Standard Road eastwards for a distance of 80 metres

SCHEDULE 2
In the Town of Wells-Next-The-Sea

Proposed Prohibition of Waiting – Monday to Sunday – 0800 hrs to 2000 hrs

C881 Standard Road Both Sides	-	From its junction with the C881 The Quay southwards to a point 39 metres north of its junction with the U14475 Station Road
U10022 East End/ East Quay North Side	-	From a point 53 metres east of its junction with the C881 The Quay eastwards to the easternmost end of the adopted carriageway
U10022 East End/ East Quay South Side	-	From its junction with the C881 The Quay eastwards to the easternmost end of the adopted carriageway

A copy of the above Orders, their respective Statement of Reasons for making the Order and plans may be inspected at Norfolk County Council, County Hall, Norwich and at the offices of North Norfolk District Council, Council Offices, Holt Road, Cromer, Norfolk, NR27 9EN during normal office hours.

Any objections and representations relating to the Orders must be made in writing and must specify the grounds on which they are made. All correspondence for these proposals must be received at nplaw, Norfolk County Council, County Hall, Martineau Lane, Norwich, NR1 2DH, marked for the attention of Miss J Batten by 11th December 2018. They may also be emailed to trafficorders@norfolk.gov.uk.

The Officer dealing with the public enquiries concerning these proposals is Mr M Reeve, telephone 01603 223982.

DATED this 16th day of November 2018

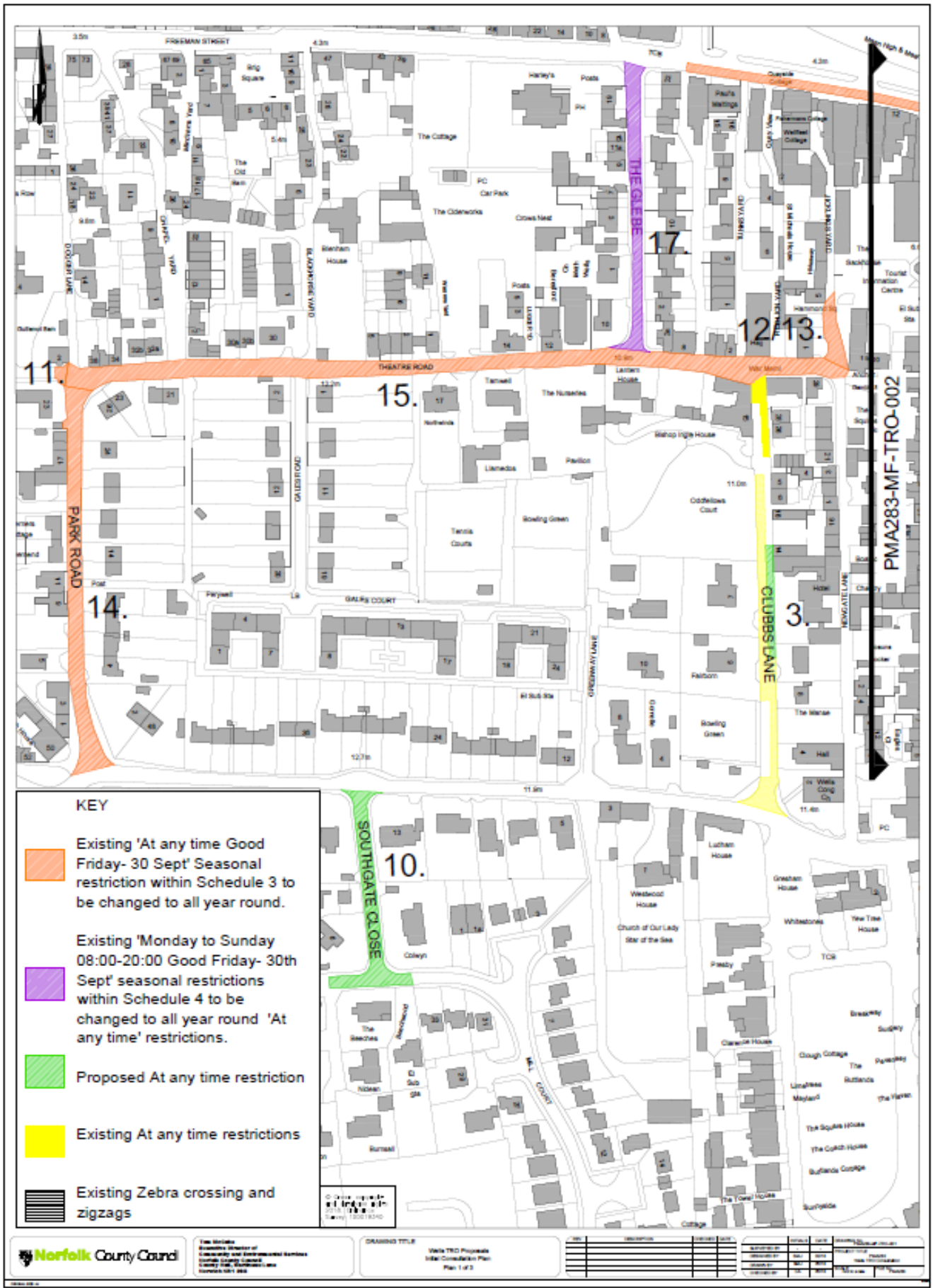


Abdus Choudhury
Practice Director

County Hall,
Martineau Lane,
Norwich. NR1 2DH

Note: Information you send to the Council will be used for any purpose connected with the making or confirming of these Orders and will be held as long as reasonably necessary for those purposes. It may also be released to others in response to freedom of information requests.

JLB/ 58903 (Wells-Next-The-Sea Notice)18



- KEY**
- Existing 'At any time Good Friday- 30 Sept' Seasonal restriction within Schedule 3 to be changed to all year round.
 - Existing 'Monday to Sunday 08:00-20:00 Good Friday- 30th Sept' seasonal restrictions within Schedule 4 to be changed to all year round 'At any time' restrictions.
 - Proposed At any time restriction
 - Existing At any time restrictions
 - Existing Zebra crossing and zigzags

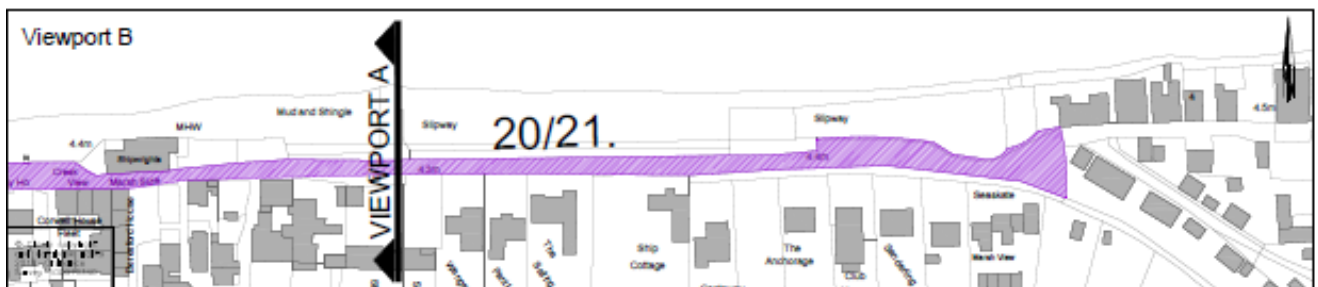
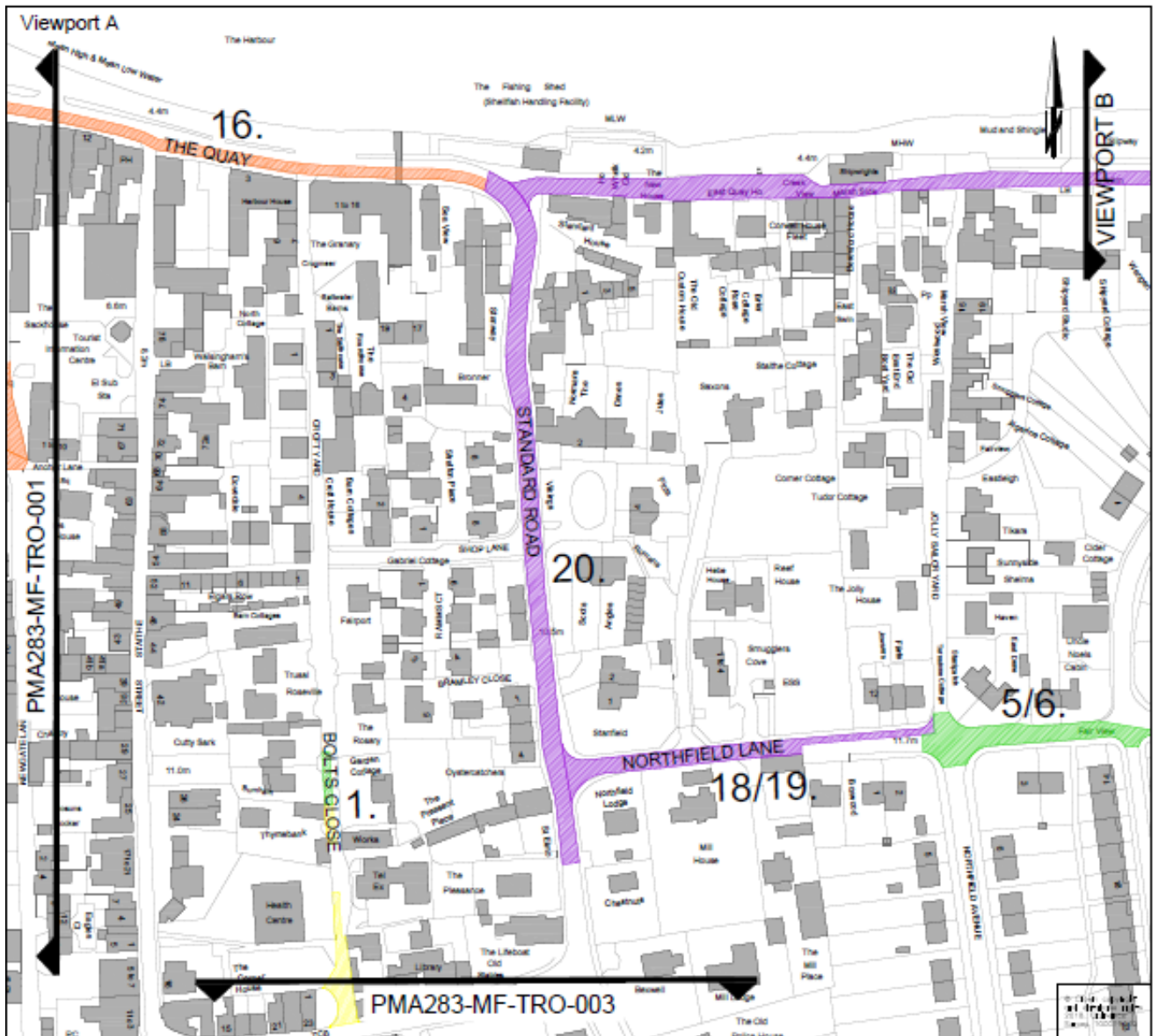
Norfolk County Council

The Norfolk County Council of County and Environmental Services
County Council Offices
County Hall, Norwich, Norfolk NR1 1AA

DRAWING TITLE
VWS TRC Proposed
Mile Coordination Plan
Plan 1 of 2

NO.	REVISION	DATE	BY	CHECKED

NO.	REVISION	DATE	BY	CHECKED



KEY

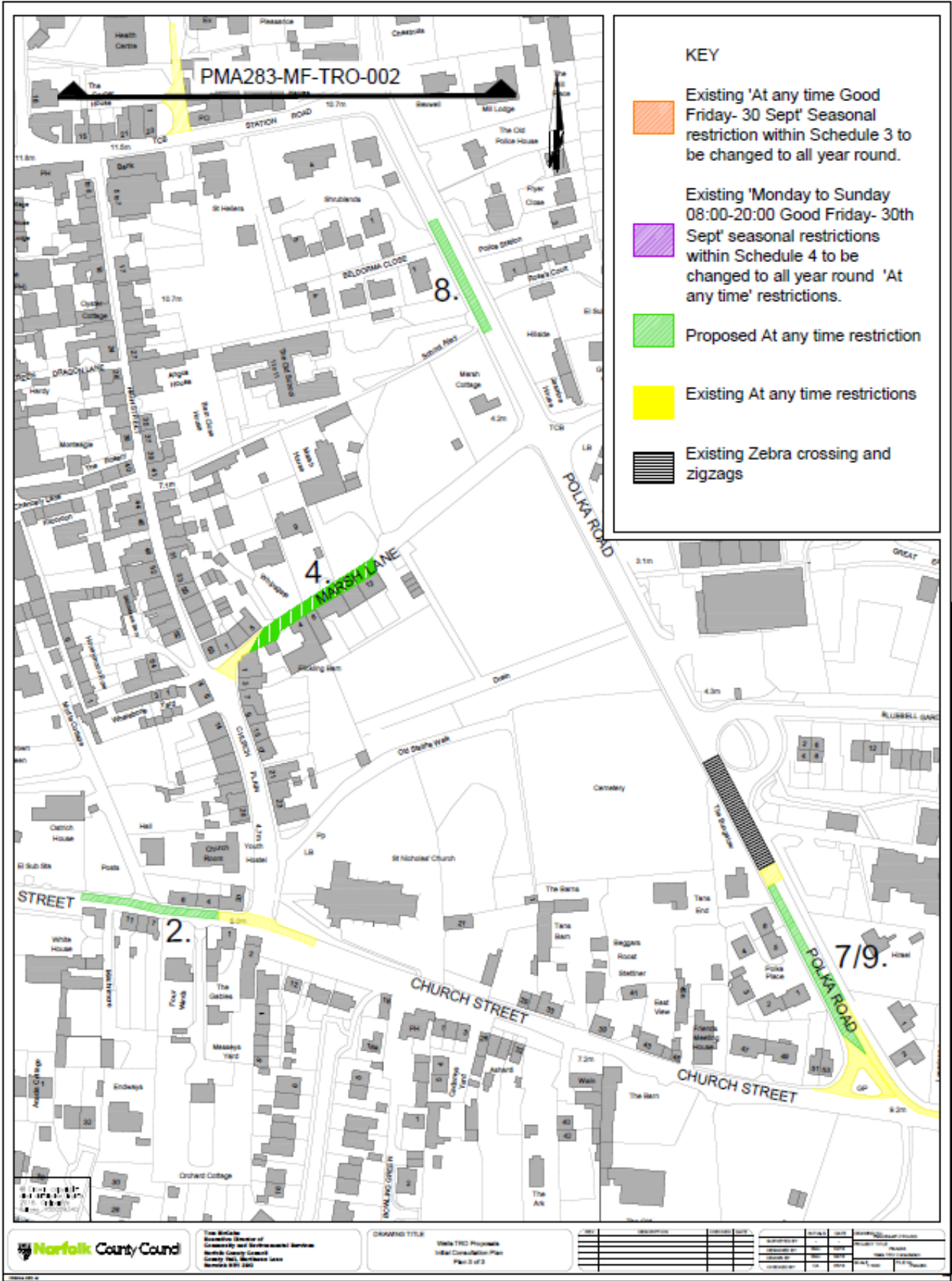
- Existing 'At any time Good Friday- 30th Sept' seasonal restriction within Schedule 3 to be changed to all year round.
- Existing 'Monday to Sunday 08:00-20:00 Good Friday- 30th Sept' seasonal restrictions within Schedule 4 to be changed to all year round 'At any time' restrictions
- Proposed 'At any time' restrictions
- Existing 'At any time' restrictions

Norfolk County Council

The Mayor
Executive Director
Councillors and Environmental Services
Norfolk County Council
County Hall, Norwich, Norfolk NR1 1JF

DRAWING TITLE
Wells TRO Proposals
Site Consultation Plan
Plan 2 of 3

NO.	DESCRIPTION	ISSUED DATE	BY	CHECKED	DATE



Appendix B

NORFOLK COUNTY COUNCIL WELLS-NEXT-THE-SEA - PROPOSED TRAFFIC ORDERS

The Norfolk County Council propose to make the following Orders under the Road Traffic Regulation Act 1984, the effects of which will be as follows:

THE NORFOLK COUNTY COUNCIL (WELLS-NEXT-THE-SEA, VARIOUS ROADS) (PROHIBITION OF WAITING) AMENDMENT ORDER 2019

The effect of this Order will be to:

- 1) prohibit waiting at any time along the length of road specified in Schedule 1.
- 2) prohibit waiting Monday to Sunday between 0800 hrs and 2000 hrs along the length of road specified in Schedule 2.
- 3) prohibit waiting Monday to Sunday between 0900 hrs and 1500 hrs along the length of road specified in Schedule 3.

These proposals would amend The Norfolk County Council (Wells-Next-The-Sea, Various Roads) (Prohibition of Waiting) Order 2015 to: i) vary a length of road currently subject to no waiting at any time; ii)) change times/ seasonal waiting restrictions to all year round no waiting provisions and vary a length of road subject to these restrictions; and iii) add a new length of road subject to no waiting Monday to Sunday between 0900 hrs and 1500 hrs.

SCHEDULE 1

In the Town of Wells-Next-The-Sea

Proposed Prohibition of Waiting At Any Time

U10022 East End/ East Quay North Side	-	From its junction with the C881 The Quay eastwards for a distance of 56 metres
---------------------------------------	---	--

SCHEDULE 2

In the Town of Wells-Next-The-Sea

Proposed Prohibition of Waiting – Monday to Sunday – 0800 hrs to 2000 hrs

U10022 East End/ East Quay North Side	-	From a point 98 metres east of its junction with the C881 The Quay eastwards to the easternmost end of the adopted carriageway
---------------------------------------	---	--

SCHEDULE 3

In the Town of Wells-Next-The-Sea

Proposed Prohibition of Waiting – Monday to Sunday – 0900 hrs to 1500 hrs

U10031 Market Lane	-	From the southernmost end of the adopted
--------------------	---	--

West Side	carriageway northwards for a distance of 185 metres
-----------	---

THE NORFOLK COUNTY COUNCIL (WELLS-NEXT-THE-SEA, EAST END/ EAST QUAY) (STREET PARKING PLACES) AMENDMENT ORDER 2019

The effect of this Order will be to add street parking places on the length of road specified in Schedule 4. The Norfolk County Council (Wells-Next-The-Sea, Various Roads) (Street Parking Places) Order 2015 will be amended by the addition of the length of road as specified in Schedule 4.

SCHEDULE 4
In the Town of Wells-Next-The-Sea

Parts of road authorised to be used as street parking places	Position in which vehicles may wait	Classes of vehicles	Days of Operation of parking place	Hours of Operation of parking place	Maximum period for which vehicles may wait
U10022 East End/ East Quay North Side From a point 56 metres east of its junction with C881 The Quay for a distance of 42 metres eastwards	Close by and parallel to the boundary of the carriageway	All	Monday to Sunday	At All Times	Waiting unlimited

THE NORFOLK COUNTY COUNCIL
(WELLS-NEXT-THE-SEA, VARIOUS ROADS)
(PROHIBITION OF LOADING AND UNLOADING) AMENDMENT ORDER 2019

The effect of this Order will be to prohibit loading and unloading at any time along the lengths of road specified in Schedule 5.

These proposals would amend The Norfolk County Council (Wells-Next-The-Sea, Various Roads) (Prohibition of Loading and Unloading) Order 2013 to: i) change times/seasonal waiting restrictions to all year round no waiting provisions; and iii) add new lengths of road subject to no loading or unloading at any time.

The current restrictions on the remaining length of U10033 Beach Road East Side will remain the same.

It is also proposed to construct a mini roundabout at the junction between U10033 Beach Road, C881 Freeman Street and C881 The Quay.

SCHEDULE 5
In the Town of Wells-Next-The-Sea

Proposed Prohibition of Loading and Unloading At Any Time

U10033 Beach Road West Side	-	From its junction with C881 Freeman Street northwards for a distance of 50 metres
--------------------------------	---	---

U10033 Beach Road East Side	-	From its junction with C881 The Quay northwards for a distance of 50 metres
C881 Freeman Street North Side	-	From a point 5 metres west of the mid-point of its junction with U10033 Beach Road westwards for a distance of 34 metres
C881 Freeman Street South Side	-	From the mid-point of its junction with U10033 Beach Road westwards for a distance of 39 metres
C881 The Quay South Side	-	From the mid-point of its junction with U10033 Beach Road eastwards for a distance of 32 metres

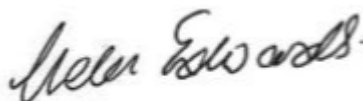
A copy of the above Orders, their respective Statement of Reasons for making the Order and plans may be inspected at Norfolk County Council, County Hall, Norwich and at the offices of North Norfolk District Council, Council Offices, Holt Road, Cromer, Norfolk, NR27 9EN during normal office hours.

These proposals are supplemental to the proposals in The Norfolk County Council (Wells-Next-The-Sea, Various Roads) (Prohibition of Waiting) Amendment Order 2018 which was advertised on 16th November 2018.

Any objections and representations relating to the Orders must be made in writing and must specify the grounds on which they are made. All correspondence for these proposals must be received at nplaw, Norfolk County Council, County Hall, Martineau Lane, Norwich, NR1 2DH, marked for the attention of Miss J Batten by 30th July 2019. They may also be emailed to trafficorders@norfolk.gov.uk.

The Officer dealing with the public enquiries concerning these proposals is Mr M Reeve, telephone 01603 223982.

DATED this 5th day of July 2019



Helen Edwards
Chief Legal Officer

County Hall,
Martineau Lane,
Norwich. NR1 2DH

Note: Information you send to the Council will be used for any purpose connected with the making or confirming of these Orders and will be held as long as reasonably necessary for those purposes. It may also be released to others in response to freedom of information requests.

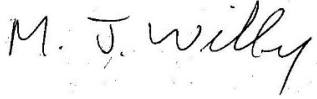
Norfolk County Council

Record of Individual Cabinet Member Decision

Responsible Cabinet Member:	
Councillor Martin Wilby (Cabinet Member for Highways, Infrastructure and Transport)	
Background and Purpose: Implementation of waiting restrictions, 20 mph speed limit and traffic calming to discharge a condition of planning to permit development in Greenfields Rd, Dereham.	
Decision:	
To implement NORFOLK COUNTY COUNCIL (DEREHAM, VARIOUS ROADS) PROPOSED TRAFFIC ORDERS AND ROAD HUMPS NOTICE 2019 as advertised.	
Is it a key decision?	No
Is it subject to call in? If Yes – Deadline for Call in	Yes
	Date: (4pm on Thursday 30 January 2020)
Impact of the Decision: As detailed in the Attached Report	
Evidence and reason for the decision: As detailed in the Attached Report	
Alternative options considered and rejected: As detailed in the Attached Report	
Financial, Resource or other implications considered: As detailed in the Attached Report	
Record of any conflict of interest: None	
Background Documents:	
<ul style="list-style-type: none"> • Appendix A – Traffic Regulation Order and Plan • Appendix B – Comments received 	
Date of Decision:	18 December 2019
Publication date of decision:	23 January 2020

Signed by Cabinet member:

I confirm that I have made the decision set out above, for the reasons also set out



Signed:

Print name: Cllr Martin Wilby.

Date: 18/12/2019

Accompanying Documents:

- **Report - NORFOLK COUNTY COUNCIL (DEREHAM, VARIOUS ROADS) PROPOSED TRAFFIC ORDERS AND ROAD HUMPS NOTICE 2019**

Once you have completed your internal department clearance process and obtained agreement of the Cabinet Member, send your completed decision notice together with the report and green form to committees@norfolk.gov.uk

Individual Cabinet Members Decision Report

Decision making report title:	NORFOLK COUNTY COUNCIL (DEREHAM, VARIOUS ROADS) PROPOSED TRAFFIC ORDERS AND ROAD HUMPS NOTICE 2019
Responsible Cabinet Member:	Councillor Martin Wilby (Cabinet Member for Highways, Infrastructure and Transport)
Responsible Director:	Tom McCabe (Executive Director, Community & Environmental Services)
Is this a key decision?	No
<p>Executive Summary</p> <p>Norfolk County Council promoted the implementation of a 20mph zone on Greenfields Road with associated traffic calming measures, as well as waiting restrictions at the Greenfields Road / Norwich Road and the Wheatcroft Way / Norwich Road junctions, Dereham. This proposal was on behalf of and funded by Orbit Housing as part of a section 278 agreement.</p> <p>Recommendations</p> <ol style="list-style-type: none"> 1. To Implement the restrictions and associated calming measures as advertised to allow Orbit Housing to discharge planning conditions and deliver the housing. 	

1. Background and Purpose

- 1.1 Norfolk County Council promoted the implementation of a 20mph zone on Greenfields Road with associated traffic calming measures, as well as waiting restrictions at the Greenfields Road / Norwich Road and the Wheatcroft Way / Norwich Road junctions, Dereham. This proposal was on behalf of and funded by Orbit Housing as part of a section 278 agreement, in order to discharge planning conditions for additional 280 houses.
- 1.2 The proposals received support from the Police, Breckland District Council and local member Cllr Duigan CC and then advertised to the public between 23/08/19 and 17/09/19.

2. Proposals

- 2.1 The proposal seeks to implement a combination of Waiting Restrictions and a 20mph speed limit enforced by traffic calming measures in the form of a combination of speed tables at junctions and pairs of speed cushions at intervals between. Vertical traffic calming features such as humps are implemented less frequently now, however with an estate such as Greenfields which was designed in the late 1980's to different standards these are the best solution to manage speeds without major reconstruction. Greenfields is wide with long sweeping bends that do not manage speeds, unlike the newer roads in this proposed development, that have been built to join Greenfields to modern standards. The planning authority asked the developer to submit a scheme to manage speeds to enable the whole estate to operate as a 20mph zone and the cushions are the most practical way of achieving this without major construction.

2.2 See Appendix A for design layout.

3. Impact of the Proposal

3.1. The proposal advertised between 23/08/19 and 17/09/19 received eight letters of support and nine of objection. Objections were in the main to the need and positioning of the calming features based upon an earlier planning drawing. Positions have been adjusted as part of this consultation. Comments are summarised in section 4 below with Officer comments.

4. Evidence and Reasons for Decision

See appendix B.

5. Alternative Options

5.1. Not implement the proposal as advertised and commence a further planning application with a differing solution to managing speeds. This is not advised as the proposed scheme is considered the most appropriate option.

6. Financial Implications

6.1. The Scheme is funded by the Developer in its entirety.

7. Resource Implications

7.1. **Staff:**

Scheme to be designed and delivered utilising existing resources.

7.2. **Property:**

Nil

7.3. **IT:**

Nil

8. Other Implications

8.1. **Legal Implications**

npLaw have advised on the making of this traffic regulation order and have confirmed that actions taken to date have been compliant with the legislative requirements.

8.2. **Human Rights implications**

Nil

8.3. **Equality Impact Assessment (EqIA) (this must be included)**

Norfolk County Council has a duty to pay due regard to equality when exercising its public functions. In making this TRO, we have considered the potential impact on local people, particularly disabled and older people and parents and carers of children, and others who may have particular needs when using the highways. Public consultation on the TRO has taken place, to enable people to highlight any issues it is important for NCC to be aware of before a decision is made.

8.4. **Health and Safety implications**

The proposed scheme should improve road safety.

8.5. **Sustainability implications**

Nil

8.6. **Any other implications**
N/A

9. Risk Implications/Assessment

9.1. Nil

10. Select Committee comments

10.1. N/A

11. Recommendations

11.1. To Implement the restrictions and associated calming measures as advertised to allow Orbit Housing to discharge planning conditions and deliver the housing.

12. Background Papers

12.1. Appendix A - Advertised Order and Plan
Appendix B – Comments received

Officer Contact

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

Officer name: **Phill Reilly**

Tel No. : **01603 224203**

Email address: **Phil.reilly@norfolk.gov.uk**



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 (DEREHAM, VARIOUS ROADS)
PROPOSED TRAFFIC ORDERS AND ROAD HUMPS NOTICE 2019**

The Norfolk County Council propose to make the following Orders under the Road Traffic Regulation Act 1984, the effects of which will be as follows:

**The Norfolk County Council (DEREHAM, VARIOUS ROADS)
(PROHIBITION OF WAITING) AMENDMENT ORDER 2019**

The effect of this Order will be to prohibit vehicles to wait at any time along the lengths of road specified in Schedule 1 below and The Norfolk County Council (Dereham, Various Roads) (Prohibition of Waiting) Variation and Consolidation Order 2011 would be amended to include those lengths of roads.

**The Norfolk County Council
(DEREHAM, VARIOUS ROADS)(20MPH SPEED LIMIT) ORDER 2019**

The effect of this Order will be to prohibit any vehicle from exceeding 20 miles per hour along the length of roads specified in the Schedule 2 below.

A copy of the above Orders, the Statement of Reasons for making the Orders and a plan may be inspected at Norfolk County Council, County Hall, Norwich and at the offices of Breckland District Council, Elizabeth House, Walpole Loke, Dereham, NR19 1EE during normal office hours.

Any objections and representations relating to the Orders must be made in writing and must specify the grounds on which they are made. All correspondence for these proposals must be received at the office of nplaw, Norfolk County Council, County Hall, Martineau Lane, Norwich, NR1 2DH, marked for the attention of Mrs Simmons by 17th September 2019. They may also be emailed to TrafficOrders@norfolk.gov.uk.

The Officer dealing with the public enquiries concerning these proposals is Mr Nishan Limbu telephone 01603 223831 or 0344 800 8020.

**SCHEDULE 1
In the Town of Dereham**

Prohibition of Waiting - At Any Time

C814 Greenfields Road Both Sides	-	From its junction with C553 Norwich Road southwards for a distance of 40 metres.
C553 Norwich Road South Side	-	From a point 16 metres south-west of its junction with U31603 Wheatcroft Way north-eastwards for a distance of 30 metres.
U31603 Wheatcroft Way	-	From its junction with C553 Norwich Road south-eastwards for a distance of 30 metres.

**SCHEDULE 2
In the Town of Dereham**

Proposed 20mph Zone

U31579 Brailsford Close	-	From its junction with 31578 Bramley Road westwards for its entire length.
U31578 Bramley Road	-	From its junction with 31471 Greenfields road northwards for its entire length.

C814 Greenfields Road	-	From its junction with C552 Norwich Road South and then eastwards for its entire length.
U31625 Hazel Grove	-	From its junction with 31472 Wisteria Close southwards for its entire length.
U31472 Wisteria Close	-	From its junction with C814 Greenfields Road eastwards for its entire length.

Norfolk County Council

(DEREHAM, VARIOUS ROADS) ROAD HUMPS NOTICE 2019.

As required by the Highways (Road Humps) Regulations 1999 and Section 90(A), (C) and (D) of the Highways Act 1980, notice is hereby given that Norfolk County Council proposes to install road humps at the following locations in the Town of Dereham: -

The Road Humps will be two flat topped and have construction dimensions of 75mm in height, 1.7 metres in depth and 3.7 metres in width at the following points on the C814 Greenfields Road:

C814 Greenfields Road	-	52 metres south of its junction with C553 Norwich Road southwards for a distance of 3.7 metres;
	-	118 metres south of its junction with C553 Norwich Road southwards for a distance of 3.7 metres;
	-	210 metres south of its junction with C553 Norwich Road south eastwards for a distance of 3.7 metres;
	-	284 metres south east of its junction with C553 Norwich Road south eastwards for a distance of 3.7 metres;
	-	372 metres south east of its junction with C553 Norwich Road south eastwards for a distance of 3.7 metres;
	-	18 metres west of its junction with 31656 Rowan drive eastwards for a distance of 3.7 metres;
	-	68 metres east of its junction with 31656 Rowan drive eastwards for a distance of 3.7 metres;
	-	144 metres east of its junction with 31656 Rowan drive eastwards for a distance of 3.7 metres;
	-	190 metres north east of its junction with 31656 Rowan drive north eastwards for a distance of 3.7 metres; and
	-	74 metres east of its junction with 31656 Rowan drive eastwards for a distance of 3.7 metres.

Distances measured are to the front edge of the road humps.

Table Junction – each Speed Table will have constructed dimensions of 80mm in height and will cross the full width of the delineated carriageway:

U31578 Bramley Road	-	From its junction with the 31471 Greenfields road north westwards for a distance of 8 metres.
U31471 Greenfields Road	-	From a point 16 metre west of its junction with U31624 Honeysuckle drive, eastwards for a distance of 38 metres. From a point 17 metres south west of its junction with 31578 Bramley Road, north eastwards for a distance of 33 metres. From a point 132 metres east of its junction with the 31578 Bramley Road, eastwards for a distance of 8 metres.

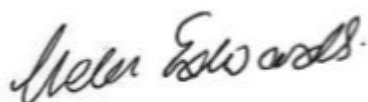
U31624 Honeysuckle Drive	-	From its junction with the 31471 Greenfields road northwards for a distance of 9 metres.
-----------------------------	---	--

A copy of the plan may be seen at Norfolk County Council, County Hall, Norwich and at the offices of Breckland District Council, Elizabeth House, Walpole Loke, Dereham, NR19 1EE during normal office hours.

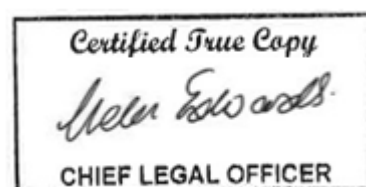
Any person who wishes to comment on these proposals should write to nplaw, Norfolk County Council, County Hall, Martineau Lane, Norwich, NR1 2DH, marked for the attention of Mrs Simmons, by 17th September 2019. They may also be emailed to trafficorders@norfolk.gov.uk.

The Officer dealing with the public enquiries concerning these proposals is Mr Nishan Limbu telephone 01603 223831 or 0344 800 8020.

DATED this 23rd day of August 2019



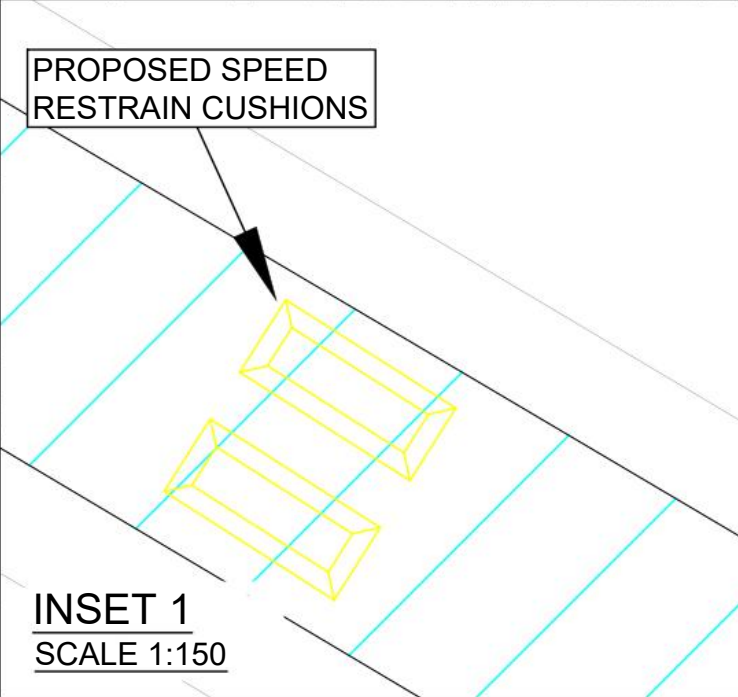
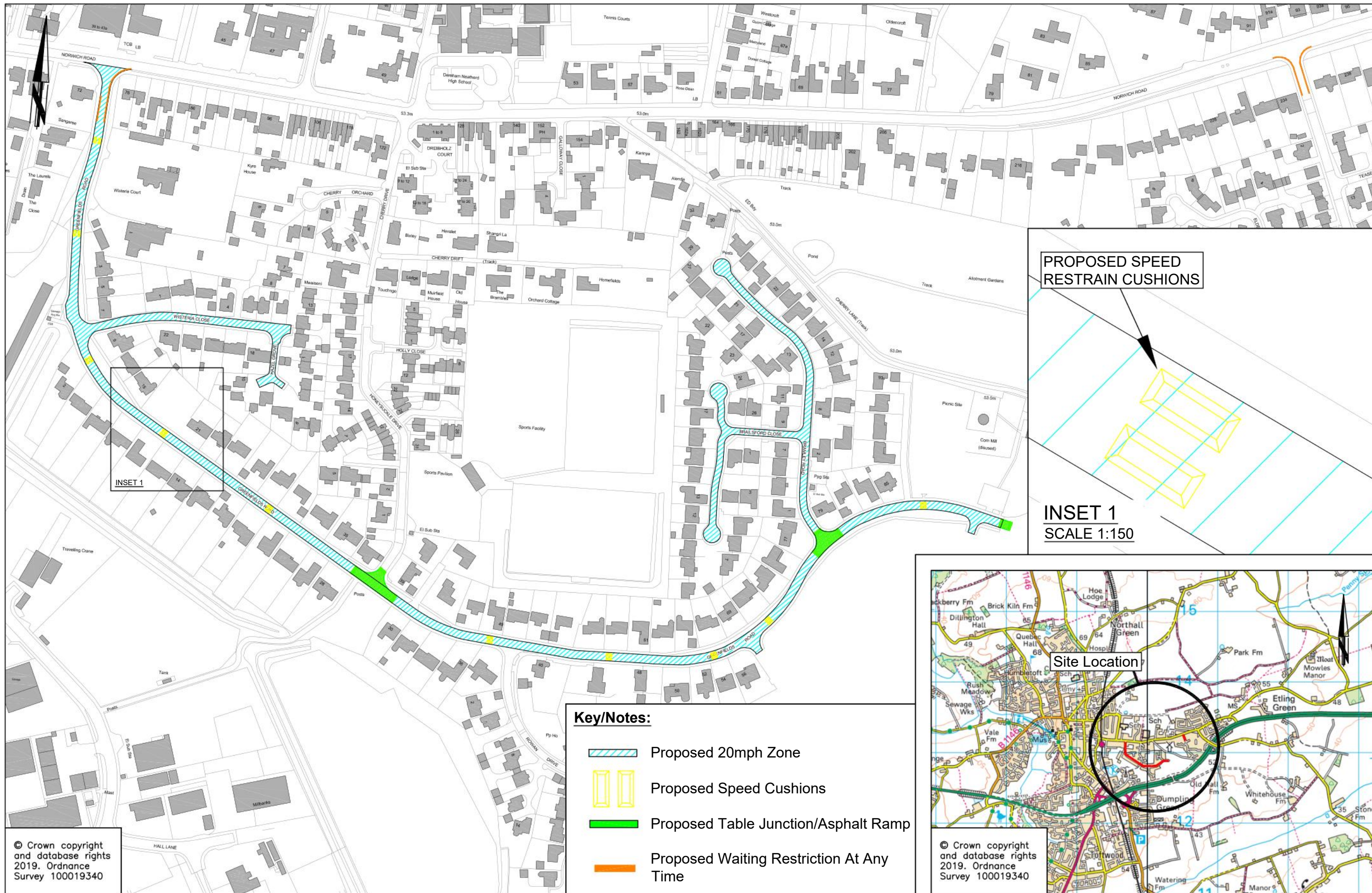
Helen Edwards
Chief Legal Officer



County Hall
Martineau Lane
Norwich
NR1 2DH

Note: Information you send to the Council will be used for any purpose connected with the making or confirming of these Orders and will be held as long as reasonably necessary for those purposes. It may also be released to others in response to freedom of information requests.

HKS/61505(DerehamPR3800Notice1)19



Key/Notes:

- Proposed 20mph Zone
- Proposed Speed Cushions
- Proposed Table Junction/Asphalt Ramp
- Proposed Waiting Restriction At Any Time

© Crown copyright and database rights 2019. Ordnance Survey 100019340



© Crown copyright and database rights 2019. Ordnance Survey 100019340



Tom McCabe
 Executive Director of
 Community and Environmental Services
 Norfolk County Council
 County Hall, Martineau Lane
 Norwich NR1 2SG

DRAWING TITLE
 Dereham - Greenfields Rd/Norwich Rd/Wheatcroft Way
 Implementing 20mph Zone and Waiting Restriction
 Consultation Plan

REV.	DESCRIPTION	DRAWN BY	CHECKED	DATE

SURVEYED BY	INITIALS	DATE	DRAWING No.
OS	OS	03/19	PR3800-HD-001
DESIGNED BY	NL	03/19	PROJECT TITLE
DRAWN BY	NL	03/19	Dereham, Greenfields Road
CHECKED BY	AW	03/19	Implementing 20mph Zone/Waiting Restriction
			SCALE
			NTS
			FILE No.
			PR3800

Appendix B

NORFOLK COUNTY COUNCIL (DEREHAM, VARIOUS ROADS) PROPOSED TRAFFIC ORDERS AND ROAD HUMPS NOTICE 2019

Evidence and Reasons for Decision

Comment Received	Support Y/N	Officer Comment	Comment Received	Support Y/N	Officer Comment
1-In support of all proposals	Y	N/A	8-Object on the spacing and the number of traffic calming humps	N	The regulations governing the use of traffic calming features stipulate that you should not be more than 50m away from a feature at any given point, so unfortunately the number is currently at the minimum required to manage speeds.
2-In support but requesting more extensive restrictions	Y	the restrictions have been extended from the current 15m to 40m. The remain parking will help discourage speeds further on than the entrance to the estate.	9-Object to the use of speeds cushions over full width tables and requests further restrictions	N	The restrictions have been extended from the current 15m to 40m. The remain parking will help discourage speeds further on than the entrance to the estate. Pairs of cushions allow the highway to drain and as you have observed larger vehicles such as buses to travel unimpeded. This has the effect of greatly reducing noise and vibration to residents so is a balance between effectiveness and the long-term effect on residents.
3-In support with questions about timescales for implementation	Y	Resident directed to the developer for further information	10-Object to the use of speeds cushions over lateral build outs.	N	Lateral build outs can be effective in the right location and used in conjunction with vertical calming features. However, they have a draw back in there is often a situation where drivers try and race through to beat the vehicle coming the other way leading to accidents and higher speeds.
4-Clarification requested from Breckland ward member on behalf of residents about the positioning of the humps,	Y	Councillor was referring to an earlier planning drawing, which a later revision addressed.	11-Object to the costs and the need for calming as well as a limit	N	The scheme is funded in its entirety by the developer. The calming is required to manage speeds as the design of Greenfields Road is wide and open compared to more recent designs making compliance with just a posted limit very unlikely.

in relation to driveways		The later plan was sent to the Cllr for information.			
5-Clarification sought over construction of speed table adjacent to property	Y	information supplied and no further comment received.	12-Object to the position of a hump in relation to driveway and the use of humps in general.	N	The humps that were shown on an earlier plan have been relocated to avoid private driveways. The calming is required to manage speeds as the design of Greenfields Road is wide and open compared to more recent designs making compliance with just a posted limit very unlikely.
6-Clarification sought over the use of twin cushions rather than full width tables	Y	Pairs of cushions allow the highway to drain and as you have observed larger vehicles such as buses to travel unimpeded. This has the effect of greatly reducing noise and vibration to residents so is a balance between effectiveness and the long term effect on residents.	13-Object to the position of a hump in relation to driveway	N	The humps that were shown on an earlier plan have been relocated to avoid private driveways.

<p>7-In support but requesting more extensive restrictions & question the design of narrow humps</p>	<p>Y</p>	<p>The restrictions have been extended from the current 15m to 40m. The remain parking will help discourage speeds further on than the entrance to the estate. Pairs of cushions allow the highway to drain and as you have observed larger vehicles such as buses to travel unimpeded. This has the effect of greatly reducing noise and vibration to residents so is a balance between effectiveness and the long term effect on residents.</p>	<p>14-Object to the position of a hump in relation to driveway</p>	<p>N</p>	<p>The humps that were shown on an earlier plan have been relocated to avoid private driveways.</p>
			<p>15-Object to the position of a hump in relation to driveway</p>	<p>N</p>	<p>The humps that were shown on an earlier plan have been relocated to avoid private driveways.</p>

			16-Object to the use and number of cushions and the potential for vehicle damage. The installation of humps with construction traffic will create noise and vibration	N	The number of cushions has been reduced from 10 pairs to 6 with large flat tables at 3 junctions. The humps & tables will be adopted by the Highway Authority so installation would be preferred after constructions is complete as part of the adoption process.
			17-Object to the position of a hump in relation to driveway	N (resolved)	The humps that were shown on an earlier plan have been relocated to avoid private driveways. Objection then withdrawn