

Cabinet

Date: **Monday 15 July 2019**
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 |

Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.

A g e n d a

1 To receive any apologies.

2 Minutes

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To confirm the minutes from the Cabinet Meeting held on Monday 10 June 2019.

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 10 July 2019**. For guidance on submitting a public question, view the Constitution at <https://www.norfolk.gov.uk/what-we->

[do-and-how-we-work/councillors-meetingsdecisions-and-elections/committees-agendas-and-recent-decisions/ask-aquestion-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 10 July 2019**.

7 Norwich Western Link

Report by the Executive Director of Community & Environmental Services

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8 Greener Facilities Management

Report by the Executive Director of Finance & Commercial Services.

Page **62**

9 Healthy Ageing Campaign

Report by the Executive Director of Community & Environmental Services.

Page **66**

10 Finance Monitoring Report (P2 May 2019)

Report by the Executive Director of Finance & Commercial Services.

Page **70**

11 Standing Advisory Council for Religious Education (SACRE) and Norfolk Agreed RE Syllabus

Report by the Executive Director of Children's Services.

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12 Delegated Decisions Reports

Decision by the Cabinet Member for Commercial Services & Asset Management.

Page **156**

13 Norwich Airport – Equity Sale

Report by the Executive Director of Finance & Commercial Services

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14 Exclusion of the Public

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

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

15 Norwich Airport Equity Sale

Exempt Appendix to the Report by the Executive Director of Finance & Commercial Services

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

Date Agenda Published: 5 July 2019



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Cabinet

Minutes of the Meeting held on Monday 10 June 2019 at 10am in the Edwards Room, County Hall, Norwich

Present:

| | |
|------------------------|--|
| Cllr Andrew Proctor | Chairman. Leader & 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. |

Local Members Present:

Cllr Danny Douglas
Cllr Alexandra Kemp
Cllr Brian Watkins

Other Members Present:

Cllr Bev Spratt

Officers/ Others Present:

| | |
|-----------------|---|
| Tom McCabe | Executive Director of Community & Environmental Services and Head of Paid Service. |
| Suzanne Baldwin | Finance Business Partner (Adult Social Services) for Executive Director Adult Social Care |
| Simon George | Executive Director of Finance & Commercial Services |
| Fiona McDiarmid | Executive Director of Strategy & Governance |
| Sara Tough | Executive Director of Children's Services |

1 Apologies for Absence

No apologies were received.

2 Minutes

The minutes from the Cabinet meeting held on Monday 20 May 2019 were agreed as a correct record and signed by the Chairman.

3 Declaration of Interests

No declarations were made.

4 Items of Urgent Business

There were no items of urgent business.

5 Public Question Time

No public questions were received.

6 Local Member Questions/Issues

6.1 The list of Local Member questions and their responses are attached at Appendix A to these minutes.

6.2 As a supplementary question, Cllr Brian Watkins referred to the fact that Disability Network Norfolk had made 7 requests to meet with the Cabinet Member for Adult Social Care, Public Health & Prevention all of which had been refused. Cllr Watkins asked why the Cabinet Member was not prepared to meet with them to explain the decisions which had been made to those most affected and what message did the Cabinet Member think this sent to vulnerable and less abled residents in Norfolk. Cllr Watkins felt it was at best indifferent and at worst callous and uncaring.

The Chairman deferred the question to the Cabinet Member for Adult Social Care, Public Health and Prevention who replied that Disability Network Norfolk had met with the Leader of the Council before any decisions had been made and he felt he couldn't add anything that hadn't already been covered in their meeting with the Leader.

6.3 Cllr Alexandra Kemp asked a supplementary question, referring to the Office of the Children's Commissioner who had said there was a lack of evidence-based policy at the Treasury and that if investment was made early, savings would be made later and with 41% cuts to Surestart in the last 10 years, the spend on children's social care had gone up. Therefore as Norfolk scored highest on measures of deprivation, rurality, sparseness of population and ageing, Cllr Kemp asked that the message to Government in the Comprehensive Spending Review should be to invest in Norfolk and completely compensate Norfolk County Council for the £39m loss of the Revenue Support Grant next year.

The Chairman deferred the question to the Cabinet Member for Children's Services, who responded that Councillors continued to press the Government for additional funding all the time and the situation was well known with Members aware of what needed to be done.

6.4 As a supplementary question, Cllr Danny Douglas asked if it could be confirmed that a generalised cost model of Norwich would be built to allow for effective transport decision making; if non-profit operators would be worked

with as well as private operators and if a target of the transforming cities bid would cause modal shift to other forms of transport which would have less impact on the environment.

The Chairman deferred the question to the Cabinet Member for Highways, Infrastructure & Transport who responded that all topics would be considered for discussion at the first meeting of the Transforming Cities Joint Committee on 1 July 2019.

7 The Chairman advised that Nick Tupper, Assistant Director Highways & Waste, Community & Environmental Services, would be retiring from the Council soon and this would be the last Cabinet meeting he would be attending. Cabinet placed on record its thanks for the work he had carried out for Norfolk County Council and wished him well for the future.

8 **Norwich Castle: Gateway to Medieval England project – procurement of construction contract.**

8.1 Cabinet received the report by the Executive Director of Community and Environmental Services setting out the details of the procurement of the construction contract for Norwich Castle: Gateway to Medieval England project.

8.2 In introducing the report, the Executive Director of Community & Environmental Services advised that £8.7m from the National Lottery Heritage Fund had been secured to fund the project, together with funding from other organisations. He added that if Cabinet approved the recommendations, the publication of the contract notice would be during week commencing 17 June 2019.

8.3 The Cabinet Member for Communities & Partnerships spoke in support of the project, highlighting the National Lottery Heritage Fund funding, together with various other donations and grants to fund the works. She added that the aims of the project were to create a British Museum Gallery of the Medieval Period, create a dedicated Early Years learning facility, create a rooftop viewing platform, transform the Medieval Keep and recreate the 12th century Norman Royal Palace. The aim was to complete the first elements of the project in 2020 and be fully completed and ready for visitors in 2021, adding that in 1121 King Henry I had stayed in the Castle for Christmas and it was hoped the project would be finished by that key anniversary, which would help to attract more visitors to Norwich and help Norfolk's economy.

8.4 The Cabinet Member for Highways, Infrastructure & Transport felt it was an exciting project and asked for clarification on the expected visitor numbers both during the works and once the project was completed.

In reply, the Cabinet Member for Communities & Partnership stated that as much of the Museum and Castle would remain open during the works as possible, with only the parts being worked on being closed to visitors. She added that once the work was completed, it was anticipated that approximately 300,000 visitors per year would visit Norwich Castle Museum & Art Gallery, attracting many more additional visitors to Norwich and Norfolk.

8.5 The Cabinet Member for Adult Social Care, Public Health and Prevention fully supported this major piece of work and with nearly £9m investment said he

looked forward to seeing what the Castle looked like 900 years ago when King Henry I stayed there.

8.6 The Cabinet Member for Innovation, Transformation & Performance agreed with the comments from other Cabinet Members', saying this was a great project, not just for Norwich but for the whole of the county and that he was particularly excited by the prospect of seeing a British Museum collection permanently displayed in the East of England for the first time.

8.7 The Cabinet Member for Communities & Partnerships advised that Norfolk County Council had an excellent working relationship and reputation with the British Museum, who had agreed to hold an exhibition in the Millennium Library in Norwich, one of only four venues in the country to host this important British Museum exhibition.

8.8 The Chairman, endorsed the excellent project and on behalf of Cabinet, thanked Steve Miller, Assistant Director Culture & Heritage and his team for the excellent work they had carried out in securing the funding for one of the largest heritage projects currently live in the UK.

8.9 **Decision**

Cabinet **RESOLVED** to:

1. **Approve** the tender evaluation criteria to assess bids to be the construction contractor for the Norwich Castle: Gateway to Medieval England project, as set out in Appendix A of the report.
2. **Delegate** responsibility for the award of the contract for the Norwich Castle: Gateway to Medieval England Project to the Executive Director of Community & Environmental Services and the Executive Director of Finance & Commercial Services, in consultation with the Cabinet Member for Communities & Partnerships and the Chair of the Joint Museums Committee.

8.10 **Alternative Options**

Refer to Cabinet report.

8.11 **Reason for Decision**

The Norwich Castle Gateway to Medieval England project is a major national project which strongly supports Norfolk County Council's wider vision for Norfolk in terms of the visitor economy, skills, learning and access. Cabinet are asked to make this decision based on the financial scale of the contract and the strategic importance of this project.

The construction contract is the largest single contract within the overall project, at an estimated value of £8.5m

9 **Transforming Cities – Developing Bids for Tranche 2 Funding.**

9.1 Cabinet received the report by the Executive Director, Community & Environmental Services setting out the details for the development of the

Strategic Outline Business Case (SOBC) to be submitted to the Department for Transport (DfT) for Tranche 2 funding from the Transforming Cities Fund by 20 June 2019. The development of the SOBC would be submitted to Cabinet in November prior to its formal submission to the DfT.

- 9.2 The Executive Director of Community & Environmental Services introduced the report highlighting the successful Tranche 1 bid and the plans to secure Tranche 2 funding which could be upwards of £100m. He added that the Department for Transport had given some positive feedback and that the project would help to move transport in Norwich into the 21st century and maintain accessibility in the future, delivering an integrated transport network.
- 9.3 The Cabinet Member for Highways, Infrastructure & Transport said that the Transforming Cities Joint Committee included representatives from Norwich, Broadland and South Norfolk Councils in the Greater Norwich area to develop bids from the Transforming Cities Fund. He added that Norwich was one of 12 cities in the UK eligible to bid for a share of the £1.2bn Transforming Cities Fund, the allocation of which had been detailed in the report considered by Cabinet on 20 May 2019.
- 9.4 The Cabinet Member for Finance congratulated the team on the successful bid in Tranche 1 of £6.1m and added that, as cycling Member Champion he had already seen the benefits both in Norwich and the county, particularly with the Wymondham and Hethersett walking and cycling link. The Cabinet Member took the opportunity to highlight the Great British Cycling Festival which would be coming to Norwich from 27-30 June which would showcase cycling in the county and would include a closed-road event in Norwich.
- 9.5 The Cabinet Member for Growing the Economy was pleased to see one of the proposed outcomes was about bus operators investing in cleaner vehicles and technology to reduce emissions and urged the Joint Committee to consider how to encourage the use of electric buses in the scheme to try to totally remove the use of high carbon emission vehicles.

The Cabinet Member for Highways, Infrastructure & Transport agreed with the suggestion and would feed it into the emerging business case.

- 9.6 The Cabinet Member for Adult Social Care, Public Health & Prevention highlighted that one of the key deliverables of the project should be about delivering prosperity and jobs for growth.

In reply, the Executive Director of Community & Environmental Services agreed that one aim was to join together areas of employment and housing with the transport, enabling people to access employment and ensuring there was public transport available to get people to work and home again in the early mornings and evenings. This would help to grow the economy of Norwich and Norfolk.

- 9.7 The Cabinet Member for Children's Services felt that the statement about the need for efficient transport and carbon-free transport should be strengthened in the bid as this may help to attract more funding for public transport. The Cabinet Member for Highways, Infrastructure & Transport agreed to follow up the suggestion.

9.8 The Chairman stated that the quoted figure of seeking more than £100m of funding was an excellent suggestion and highlighted the strong history of the Greater Norwich area working together to deliver growth as part of their joint core strategy.

9.9 **Decision**

Cabinet **RESOLVED** to

- **Approve** the strategic objectives set out in Appendix A of the report to form the basis of the Strategic Outline Business Case for Tranche 2 funding from the Transforming Cities Fund.

9.10 **Alternative Options**

Refer to Cabinet Report.

9.11 **Reason for Decision**

Securing additional funding is a real opportunity to strengthen the position of Norwich as our regional capital and to enable people to get to their destinations with reduced congestion and more reliable journeys.

10 Local Carbon Innovation Fund 2 (LCIF2)

10.1 Cabinet received the report by the Executive Director, Community & Environmental Services seeking its approval to implement the Low Carbon Innovation Fund (LCIF), as envisaged under the terms of the Grant Funding Agreement (GFA), including the setting up of the Management Company.

10.2 In introducing the report the Executive Director of Community & Environmental Services highlighted that the Fund was an excellent opportunity for Norfolk and that Norfolk County Council had been approached by the Government to enter into an agreement to run the fund which would see over £10.9m of European Regional Development Funding (ERDF) coming to the area.

10.3 The Cabinet Member for Growing the Economy highlighted that the Fund would invest £10.9m in equity and convertible loans to support around 48 growing technology companies across the three LEP areas of New Anglia, Hertfordshire and the Cambridgeshire and Peterborough Combined Authority and highlighted that the LCIF included opportunities to benefit from the fund.

10.4 Following a request by Norfolk County Council that the UEA and the 3 LEPs/Combined Authority underwrite the risk of claw-back of the first year operational costs of £61,446, the Assistant Director for Growth and Development confirmed that both New Anglia LEP and Cambridge & Peterborough Combined Authority had now agreed to underwrite 1/3 each. Hertfordshire LEP had already agreed to underwrite 1/3 of the balance and the UEA had also confirmed they would underwrite 50% of the amount.

10.5 The Cabinet Member for Adult Social Care, Public Health and Prevention considered this was an exciting project, with £10.9m available to support

companies in the three LEP areas. He felt that Norfolk County Council and the UEA, both of which were based in Norwich, were best placed to run the Management Company and have a regional role in the project. The Cabinet Member asked when companies would be able to apply for a share of the fund, if Cabinet approved the recommendations.

In response, the Assistant Director Growth and Development advised that the intention was to finalise the grant, enter into contract period with MCHLG and then advertise the funding opportunities as soon as possible after that, hopefully by the autumn.

10.6 The Cabinet Member for Adult Social Care, Public Health and Prevention was pleased that the profits would be reinvested into other businesses that had a low carbon agenda and thought this was an excellent project.

10.7 The Cabinet Member for Innovation, Transformation & Performance also felt this was an excellent opportunity and was pleased that Norfolk County Council was involved and also to hear how quickly the company could be up and running once the contract had been signed.

10.8 The Chairman expressed his pleasure at the significant amounts of money coming into Norfolk as a result of the Low Carbon Innovation Fund and the successful bid for the Norwich Castle Project.

10.9 **Decision**

Cabinet **RESOLVED** to:

1. **Approve** the implementation of the Fund, as envisaged under the terms of the Grant Funding Agreement (GFA), including the setting up of the Management Company.
2. **Agree** the Cabinet Member for Growing the Economy and the Assistant Director, Growth & Development to be Directors of the Low Carbon Innovation Fund 2 Management Company (LCIFMC)
3. **Agree** the Cabinet Member for Growing the Economy would Chair the Board.

10.10 **Alternative Options**

Refer to Cabinet Report.

10.11 **Reason for Decision**

LCIF2 unlocks over £30m of innovative funding for early stage businesses operating in the field of low carbon development in the NALEP and Hertfordshire LEP and Cambridge & Peterborough Combined Authority areas. The benefits to Norfolk of NCC entering into the LCIF2 include the opportunity for Norfolk businesses to benefit from the fund; the opportunity to impact on climate change in Norfolk; and the opportunity for NCC to influence long term investment in economic development as returns are re-invested.

NCC has been asked to participate in the project as there is considered not to be any other suitable body with the expertise to undertake the essential

Entrusted Entity (EE) role. NCC will staff the project with a 0.5fte Programme Manager funded 50% by ERDF and 50% by UEA from returns from LCIF1. There will be no staffing cost for NCC.

11 Annual Treasury Management Outturn Report 2018-19.

11.1 Cabinet received the report by the Executive Director of Finance & Commercial Services providing details of the 2018-19 treasury activities and highlighting compliance with policy and strategy previously approved by Members in relation to treasury management.

11.2 The Cabinet Member for Finance introduced the report highlighting the activities carried out in accordance with Treasury Management best practice as set out in Appendix A of the report.

11.3 Decision

Cabinet **RESOLVED** to:

- **Endorse and recommend to County Council** the Annual Treasury Management Outturn Report 2018-19.

11.4 Alternative Options

Refer to Cabinet Report.

11.5 Reason for Decision

One annex is attached to the report, giving details of treasury management activities and outcomes, including:

- Investment activities
- Borrowing strategy and outcomes
- Non-treasury investments
- Prudential indicators.

12 Adult Alcohol and Drug Service Performance

12.1 Cabinet received the report by the Director of Public Health setting out proposals to continue a contract management approach which was focused on continuous improvement, identifying opportunities to help Change, Grow Live (CGL) meet the specified outcomes, implement the service across Norfolk and innovation opportunities.

12.2 The Cabinet Member for Adult Social Care, Public Health and Prevention advised that the report was being brought before Cabinet, following a request from the Communities Committee for an annual review following the letting of the contract for the new service in April 2018, looking at the performance of the new provider over the previous 12 months. He added that the previous provider of the service had not run the service to a satisfactory standard and the service had been recommissioned in April 2018.

12.3 Decision

Cabinet **RESOLVED** to

- **Agree** that Public Health should continue to monitor and manage the service contract focused on continuous improvement, including better treatment experiences for clients, supporting more clients to recover and successfully complete alcohol and drug treatment.

12.4 **Alternative Options**

Refer to Cabinet Report

12.5 **Reason for Decision**

Refer to paragraphs 4.1 to 4.13 of the Cabinet Report.

13 **Anti-Money Laundering Policy**

13.1 Cabinet received the report by the Chief Legal Officer and Executive Director of Finance & Commercial Services introducing the Council's refreshed Anti-Money Laundering Policy, to meet the current 2017 Regulations. The previous 2007 Money Laundering Regulation and associated policy had been superseded by this new Regulation.

13.2 The Chairman highlighted that money laundering was a crime and Regulations required that an Anti-Money Laundering Policy was put in place as part of ensuring good corporate governance. The Chief Legal Officer had been appointed as the Money Laundering Reporting Officer (MLRO), as set out in the County Council's Financial Regulations within the Constitution.

13.3 The Cabinet Member for Adult Social Care, Public Health & Prevention agreed that the report, if agreed by Cabinet, would send a clear message, not only to staff but also suppliers and other organisations the Council conducted business with.

13.4 **Decision**

Cabinet considered the Anti-Money Laundering Policy and **RESOLVED** to:

- **Agree** that it met the relevant 2017 Regulation and best practice.
- **Agree** that the Policy sets out the requirements, responsibilities, training, consideration, and if appropriate reporting of any suspicions by the nominated officer.
- **Agree** to adopt and promote the Policy.

13.5 **Alternative Options**

Refer to Cabinet Report.

13.6 **Reason for Decision**

The 2017 Money Laundering Regulations sets out the expectations of the Council.

14 Consultation on draft Environment Agency National Flood and Coastal Erosion Risk Management strategy.

14.1 Cabinet received the report by the Executive Director of Community & Environmental Services setting out the draft strategy consultation by the Environment Agency.

14.2 Cabinet was asked to consider Norfolk County Council's response to the consultation of the national flood and coastal erosion risk management strategy and to delegate the submission of the final response to the Cabinet Member for Highways, Infrastructure & Transport.

14.3 In introducing the report, the Executive Director of Community & Environmental Services highlighted the following:

Evidence and Reasons for Decision:

The consultation on the draft Flood and Coastal Erosion Risk Management Strategy for England started on 10 May 2019 and runs to 4 July 2019. Delegating the submission of the final response to the Cabinet Member for Highways, Infrastructure & Transport, allows for sufficient time for the relevant NCC service areas to coordinate their responses after discussion with Members.

Alternative Options

Cabinet Members can decide its final response to the consultation on the draft Flood & Coastal Erosion Risk Management Strategy for England in the 10 June 2019 meeting.

14.4 The Chairman highlighted the importance of Norfolk County Council providing a response to the consultation.

14.5 The Cabinet Member for Highways, Infrastructure & Transport advised that Norfolk was currently ranked the 10th area most likely to flood in the UK, as well as being one of the driest counties in the UK. He highlighted that the risk of flooding was of great concern, both coastal and inland, as well as the need to protect residents and businesses both now and in the long-term future.

14.6 The Cabinet Member for Growing the Economy highlighted that the majority of the draft responses included a sentence "subject to getting funding from central Government" and asked the lead local flood authority to find additional finances. He felt the Environment Agency was pushing its responsibility onto Norfolk County Council without providing any funding to carry out the works.

The Cabinet Member added that approximately 200 years ago, the Dutch had dug dykes and installed pumps to alleviate flooding in East Anglia, which in recent years should have been maintained by the Environment Agency (EA). He asked if checks could be undertaken to find out if the EA had any responsibility to maintain those flood alleviation measures as he could not see any details included in the consultation. The Cabinet Member felt that more pressure should be put onto the Government or the EA to fund the protection of the Norfolk Coast as the report had identified the issues, but had not made any

provision for the financial pressures faced, one example being managed retreat.

The Cabinet Member for Highways, Infrastructure & Transport agreed and said he shared the concerns raised, stating that the Environment Agency had attended a meeting of the Environment, Transport and Development Committee and had heard Members' concerns, although nothing had changed and the issues remained of great concern, together with the financial pressures.

The Cabinet Member for Growing the Economy also added that the EA did fund flood and coastal mitigation schemes in Norfolk although he was not sure how they had maintained existing assets.

14.7 The Cabinet Member for Finance also agreed that funding was a major issue and highlighted that the report did not appear to include any information about existing assets and how these were protected. He felt there was an inference that Norfolk County Council would fund the objectives. The Cabinet Member for Finance also felt that there was insufficient detail about managed retreat proposals and how this would be managed and funded if required.

14.8 The Cabinet Member for Innovation, Transformation & Performance mentioned that there had been managed retreat schemes at Happisburgh, but now there was an innovative scheme at Bacton using sand pumped from the sea to protect the gas terminal and local communities. Lessons should be learned from this scheme to see if national funding could be used to protect other communities in the county in this manner instead of managed retreat.

14.9 The Cabinet Member for Adult Social Care, Public Health & Prevention said that Norfolk County Council had been appointed as the lead local flood authority by the Government following an inadequate response to flooding by the EA several years ago and felt that the document was an attempt by the EA to get out of its future responsibilities and that he was unhappy with the tone of the EA future proposals.

The Cabinet Member highlighted his view that the EA were no longer properly maintaining rivers, which was one of their statutory responsibilities, which could then lead to the Internal Drainage Boards being unable to drain into rivers, leaving people and property at risk of flooding as a result of the EA current policy of not maintaining rivers.

14.10 The Cabinet Member for Communities and Partnerships agreed that inland flooding was causing concern, particularly surface water from new housing developments and requested regular maintenance of inland rivers to ensure water could flow adequately.

14.11 The Cabinet Member for Growing the Economy highlighted that Strategic Objective 2.4 included no mention of local communities, or people. The responses should reflect the people affected and asked if the response could include information to stop flooding happening in the future.

The Executive Director of Community & Environmental Services explained that where houses had been flooded in the past, in some instances the threat of

flooding could be moved but in other instances, Norfolk County Council had provided grants to householders that had suffered flooding to help them make their houses as resilient as possible by installing flood doors and raising electrics. Although this was not an ideal solution, it was described as living with reality and building resilience.

14.12 Cabinet made the following additions/comments on the draft consultation response and asked for them to be incorporated into the final response, delegated to the Cabinet Member for Highways, Infrastructure & Transport.

14.12.1 Under Strategic Objective 1.2, add additional sentence after measure 1.2.5.

Request details of the lessons learned from the projects carried out at Happisburgh and Bacton to protect Bacton gas terminal and local communities by dredging material from the North Sea to reinstate beach defences and seek national funding to protect other communities from the risk of flooding.

14.12.2 Under Strategic Objective 2.2 – add a strong objection and additional sentence to ensure that the Environment Agency maintained existing defences and had plans in place to add new defences to its maintenance plans when necessary.

14.12.3 Under Strategic Objective 1.1. Add additional sentence.
“Norfolk is extremely vulnerable to flooding and Norfolk County Council wants to protect the county, ensuring financial support is made available”.

14.12.4 Strategic Objective 1.5. Include additional sentence.

“Joint activities of the RMA’s should be considered, particularly in the context of how funding issues will be resolved in the future and the serious concerns that this had been pushed back to local flood agencies”.

14.12.5 Strategic Objective 2.6 –Add the following wording to the NCC response.

..... core local sources, given local government is already under significant financial pressures.

14.12.6 Add a paragraph about how the EA’s existing assets were protected and include more details about Managed Retreat.

14.13 **Decision**

Cabinet considered Norfolk County Council’s response to the consultation of the national flood and coastal erosion risk management strategy and **RESOLVED** to

- **Amend** the draft response to reflect the comments made by Cabinet Members.
- **Delegate** the final submission of the final response to the Cabinet Member for Highways, Infrastructure and Transport.

14.14 **Alternative Options**

Cabinet Members can decide its final response to the consultation on the draft Flood & Coastal Erosion Risk Management Strategy for England in the 10th of June 2019 meeting

14.15 **Reason for Decision**

The consultation on the draft Flood & Coastal Erosion Risk Management Strategy for England started on the 10th of May 2019 and runs to the 4th of July 2019. Delegating the submission of the final response to the Cabinet Member for Highways, Infrastructure and Transport, allows for sufficient time for the relevant NCC service areas to co-ordinate their responses after discussion with Members.

15 Disposal, Acquisition and Exploitation of Property.

15.1 Cabinet received the report by the Executive Director of Finance & Commercial Services setting out proposals which were aimed at supporting Norfolk County Council priorities by exploiting properties surplus to operational requirements, pro-actively 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.

15.2 In introducing the report, the Executive Director of Finance & Commercial Services highlighted that the proposal was a very positive outcome from the One Public Estate initiative.

15.3 The Cabinet Member for Commercial Services and Asset Management said that one of the Key Strategic Actions of the Executive was to maintain income from adopting a one public estate and reducing Norfolk County Council's property expenditure over the next five years. The proposal before Cabinet related to renting part of Holt and Reepham Fire Stations to the Police providing a small income to Norfolk County Council and posed no service risk to the operation of the Norfolk Fire & Rescue Service. The Cabinet Member advised that this was a good example of the Police and Fire Service working together and had enabled the Police & Crime Commissioner to dispose of some of its properties to raise income.

15.4 The Cabinet Member for Communities & Partnerships said she was aware the Police & Crime Commissioner for Norfolk had been selling off assets to reduce costs and that Norfolk County Council was content to collaborate with the Police which would also bring in additional income from the rent. She added that facilities were already shared at King's Lynn and Sheringham, as well as other sites being shared with the Ambulance Service.

15.5 The Chairman agreed that collaboration was an excellent idea and welcomed the initiative.

15.6 **Decision**

Cabinet **RESOLVED** to **AGREE** to the:

- i. Leasing of parts of the Holt Fire Station site and building for 125 years at a rent of £2,500 per annum on the terms agreed.

- ii. Leasing of parts of the Reepham Fire Station site and building for 125 years at a rent of £1,500 per annum on the terms agreed.

15.7 **Alternative Options**

Refer to Cabinet report.

15.8 **Reason for Decision**

These proposals support the ongoing “blue light” services collaboration in Norfolk.

16 Delegated Decisions Reports.

- 16.1 Cabinet **noted** the decision made by the Cabinet Member for Commercial Services and Asset Management regarding the Fakenham Library lease to Fakenham Town Council. The Cabinet Member confirmed the land which had been leased had no commercial value.
- 16.2 The Cabinet Member for Innovation, Transformation & Performance, as the Local Member, thanked the Cabinet Member for leasing the land which highlighted the excellent collaboration between authorities.

The meeting ended at 11am

Chairman



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**Cabinet
10 June 2019**

**Agenda Local Member Issues/Questions
item 6**

Question from Cllr Brian Watkins

What do you think the effect will be on the quality of life of those people who receive the minimum income guarantee when the level of income they receive is cut to the bare minimum?

Response from the Chairman

The minimum income guarantee is an amount which the Government has advised is needed to fund people's weekly living costs; it is not expected to cover housing costs, or proven disability-related costs. If people work, or claim some benefits, their income will be higher than the minimum income guarantee amount.

Any changes to the amount individuals have to pay towards their care will be different, depending on their circumstances, and the impact on their quality of life will vary. As part of the consultation, we gathered feedback from people about how they felt they would be affected. As a result of this we have phased the introduction, so they have additional time to adjust, and we have set up a new Money Support Service, responding to the feedback people gave about wanting more help and support in budgeting and managing money.

A second new support service to help people find work will be starting in new advice services. These services responded to the feedback we got that people wanted more advice about managing money, and about getting into work (for those who wanted to, and were able to work.)

We have ensured that everyone who is facing changes will have the chance of a one-to-one conversation with specialists from our finance teams so they can talk through the changes, and discuss the impact. Social care teams will be able to follow up any issues or concerns about people's care and support.

Question from Cllr Alexandra Kemp

Early Intervention and Closing the Health Inequality Gap

Nuffield Foundation research, published on 4 June, showed that Surestart Children's Centres, with their core set of services provided on an open access basis, brought about a statistically significant decrease in the hospitalisation of children from poor families; a net decrease in costs to the NHS; and an indirect reduction in Child Poverty.

Other research found Surestart improved the home learning environment, decreasing anti-social behaviour and ADHD at age 3.

What will be the core offer of services open to every family, including in South Lynn, following Norfolk's transition to the new Early Childhood and Family Service?

Response from the Chairman

We welcome this report, as it echoes previous research highlighting the benefits of early, targeted help for those families that need it the most. That's why a key aim of our new service is to provide more of this targeted support and take support out to communities and into families homes, so that we can make the biggest difference for those that will really benefit from our support.

We've recently commissioned the national charity Action for Children to provide the service and we are working together on the detailed offer for each community.

Their work will include: one-to-one support in families' homes, or in safe and accessible community venues; group support, such as parenting programmes; supporting other professionals, such as health visitors and social workers, as part of a team around the family; providing information, advice and guidance when families ask for help; attending local groups, such as health clinics and library sessions, to help identify and address families' needs and delivering regular drop-in sessions.

We are also improving the digital offer to families, so that they can quickly find information about activities and events in their community, in addition to the health advice and support available on the Just One Norfolk website.

Question from Cllr Sandra Squire

With so many Councils across the County all looking to save money and fill large budget gaps, is it not a good time to start investigating properly the cost saving possibilities of Norfolk being run by one or more unitary councils instead.

Response from the Chairman.

With so many Councils across the County all looking to save money and fill large budget gaps, is it not a good time to start investigating properly the cost saving possibilities of Norfolk being run by one or more unitary councils instead.

In 2010 the Norfolk Unitary proposal was stopped by the Secretary of State. During this process little or no consensus was found between the Local Authorities in Norfolk. I personally have nothing against Unitary structures, however I feel that the vast majority of the financial benefits realised by moving to this model can be achieved by working better together. For example as a single waste authority, one public estate and sharing back office functions. All of these can be achieved in the spirit of cooperation without legislation and retaining local democratic accountability. We will also avoid the large set up costs and disruption that would follow a move to single tier.

The other factor to consider is that Devolution has also come to the fore since the last Unitary bid. Although we didn't quite reach an agreed way forward in the last round I would prefer that this was pursued afresh as opposed to opening up the Unitary debate.

Question from Cllr D Douglas about transforming cities bid

I welcome the initiative of the County Council and the City Council to increase accessibility by bus, walking and cycling through the progress and achievement of the Transforming Cities Bid.

Can you assure us that you will review accessibility within the city as part of the Bid and look at specific measures to bring back a turn up and go services to Heigham Street and to the Rouen Road area through capital expenditure? These measures should provide attractive opportunities for bus operators to provide commercial direct services to Anglia Square and the City Centre to replace the infrequent council supported services of 30 and 32.

Response by the Chairman:

The Transforming Cities programme is a great example of collaboration between the County Council, Norwich City, Broadland and South Norfolk Councils. I can confirm that transport operators are working closely with us on developing our Transforming Cities application, and discussions are ongoing as to how capital investment through the Transforming Cities Fund can support the delivery of public transport services by operators.

Members have already approved a number of guiding principles and delivery themes that will support the delivery of our Transforming Cities programme. Of particular relevance to accessibility within the city and provision of new bus services are the following:

- 'Access for all', reflecting a transport system that gets people where they need to go
- 'Collaborating to provide cost-effective and efficient transport', reflecting the building of strong partnerships with transport service providers and developing opportunities for private sector investment.

As Councillor Douglas appreciates, the final work programme will emerge from detailed analysis of which proposals will deliver the best outcomes.

Report to Cabinet

Item No. 7

| | |
|------------------------------------|---|
| Report title: | Norwich Western Link |
| Date of meeting: | 15 July 2019 |
| 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 setting out that the '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 set out 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.

Since then, significant work has been undertaken to progress the NWL project. This has included two major consultation processes, both of which received a significant number of responses. The first established there was recognition of the need for a transport solution, with a clear preference for the delivery of new highway infrastructure. The second has provided feedback on shortlisted options for an NWL. These options were developed from a long list following completion of an options appraisal process.

This Cabinet report now brings together all of the work completed to establish the need for a road-based transport solution and to evaluate each of the options, considering not only the consultation responses, but further environmental assessment work, costing of options, transport modelling, related value for money, land and property impacts, as well as other growth plans and planned projects, including the significant proposals to dual the A47 between Easton and North Tuddenham.

Although it is recognised that there will be differing opinions on which option should be selected, it is the recommendation that Option C provides the best overall solution, balancing all of the issues that the project needs to address. In considering the project objectives, Option C:

- Has received significant public support.
- Provides 'high' value for money (as defined in Department for Transport guidance).
- Balances the significant environmental issues (with no impact to the Wensum Special Area of Conservation designation).
- Limits environmental impacts (with provision of appropriate mitigation).
- Promotes cycling and walking on the existing local roads due to the reduction in vehicular traffic.
- Provides significant journey and transport benefits and improved network resilience.
- Supports the delivery of future growth by providing appropriate infrastructure.
- Minimises property and community impacts.

- Provides a high quality strategic and direct connection between the A47 strategic road network and A1270 major road network (also linking to Norwich Airport).
- Improves access to Norfolk and Norwich University Hospital, particularly for north and west Norfolk, and reduces emergency response times.

Recommendations

Cabinet are asked to agree:

1. **To submit the Strategic Outline Business Case (SOBC) to DfT via Transport East as part of their Regional Evidence Base by the end of July 2019.**
2. **That a road-based transport intervention is the most appropriate solution to address the identified transport issues affecting the area and to select Option C as the preferred route for the Norwich Western Link in order for the Council to make a Preferred Route Announcement (PRA).**
3. **To bring forward project development spend to FY2019/20 in order to maintain the project delivery programme.**

1. Background and Purpose

1.1. Background

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.

- 1.1.1. Part of the plan to improve the way people travel within the city is the need to provide adequate transport infrastructure so that those 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 – further enhancing the need to consider and improve the wider transport infrastructure.
- 1.1.2. The NWL would provide an important link between housing and employment sites in and around Norwich, a major growth area for the wider region. Large scale housing and employment development is planned or being delivered to both the north and south west of Norwich. The Airport area is a strategically significant focus for employment and business development to the north of Norwich while in the south-west there is a focus on the Norwich Research Park (NRP), encompassing the Norfolk and Norwich University Hospital (NNUH) and the University of East Anglia (UEA). In addition, the Food Enterprise Zone (FEZ) has commenced; Longwater is an established employment and retail concentration; and the showground is a significant attraction. Major housing growth is planned or underway at Hethersett, Cringleford, Costessey and Easton.
- 1.1.3. The emerging Greater Norwich Local Plan will be planning to continue to strengthen the local economy and deliver similar rates of growth in the area. Adequate infrastructure will be required to support the growth potential of Norwich and the Greater Norwich area. This is recognised by the business community in particular who support the delivery of the NWL, as do all of the Local Authorities, who share the ambitions for Norwich and Norfolk to realise the significant targets for employment and housing growth.

- 1.1.4. In 2005 a decision was taken to deliver the then NDR project (now known as Broadland Northway) from the A47 at Postwick to the east of Norwich as far as the A1067 Fakenham Road. There is no equivalent direct, high standard transport link between the western end of the A1270 Broadland Northway and the A47 to the west of Norwich.
- 1.1.5. 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 have become more pronounced with the passage of time, and since the completion of the Broadland Northway project.
- 1.1.6. There are no suitable alternative routes and the physical and environmental challenges that the area presents have left this area without a Primary A-Road Standard route to cater the demand for in excess of 45,000 journeys per day.
- 1.1.7. Since delivery of the Broadland Northway, Highways England have confirmed a committed scheme to dual the existing A47 between North Tuddenham and Easton with a start of construction planned in 2022. There are also other developments such as the FEZ at Easton that are increasing demand for appropriate infrastructure to the west of Norwich.
- 1.1.8. 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. This will remove existing constraints on traffic movements to and from Norwich from the west and help meet the need for good infrastructure to support growth in employment, housing and the economy of Norfolk.

1.2. Purpose

The purpose of this report is to seek approval for the decision to promote a road-based transport intervention as the most appropriate solution for addressing the identified transport issues affecting the area to the west of Norwich (including communities within the built up area) and to facilitate the continued promotion and development of the Norwich Western Link project with the aim of demonstrating a robust business case to the DfT. It also maps other activities such as determining acceptable measures to overcome environmental challenges and engagement of a contractor to deliver the scheme with a planned start of construction on site in late 2022.

1.3. Project objectives

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, in addition to the wider objectives of the New Anglia Local Enterprise Partnership, supporting the principal aim to deliver a modern and efficient transport system. The objectives are in two tiers, namely high-level objectives and specific objectives, which have been discussed at meetings with local communities and are subject to ongoing refinement as the scheme advances.

High-level objectives:

- Support sustainable growth
- Improve the quality of life for local communities
- Support economic growth
- Promote an improved environment
- Improve strategic connectivity with the national road network

Specific objectives:

- Reduce congestion and delay, and improve journey time reliability, on routes through the study area
- Improve network resilience and efficiency of the strategic and local transport network
- Reduce the number of Heavy Goods Vehicles using minor roads
- Improve emergency response times
- Make the transport network safer for all users (including Non-Motorised Users)
- Provide traffic relief (and reduce noise & emissions) within residential areas
- Minimise any detrimental impact on valued landscapes, the built environment and heritage assets, including through high quality design
- Not affect the ecological integrity of the Wensum Valley SAC
- Improve access to green space
- Contribute to the improved health and well-being of local residents
- Encourage modal shift to more sustainable modes of transport
- Enable improved accessibility to existing and new housing and employment sites
- Improve connectivity and accessibility to Norwich Airport, Norwich Research Park and Norfolk & Norwich University Hospital

2. Proposals

2.1. Case for the scheme

Throughout the development of the Norwich Northern Distributor Road (NDR) project, particularly since its preferred route was adopted in 2005, there were sustained calls for the NDR to be continued to connect from its western end to the A47 trunk road. Responses to consultations on the NDR frequently asked for this link to also be completed. The reasons given were varied, with many saying that the existing network was not able to cope with the traffic levels, and expressing concern that this would only get worse.

- 2.1.1. Those living in communities in the west of Norwich in particular raised concerns about traffic problems they were seeing and experiencing on a daily basis, most notably during the peak hours when their villages, and the small, often single-track rural roads running through and between them, were congested with traffic. There were concerns raised relating to the volume and speed of traffic, the severance it causes and the loss of amenity within their communities. People reported not feeling safe to walk or cycle within and between their local communities due to the level of traffic on local roads.

These issues were examined during the course of the consideration of the case for the NDR by the Examining Authority and the Secretary of State for Transport and, in the context that the NDR was intended as a distributor road connecting the radial routes serving Norwich, they concluded (in agreement with the case being put forward by the County Council) that, on the evidence then available, a further link on the western side of Norwich to connect the NDR with the A47 was neither required for nor was precluded by the provision of the NDR. They considered that issues of 'extraneous' traffic using rural roads to link between the NDR and the A47 could be addressed by a package of traffic management/traffic calming measures and commitments to further monitoring, as set out in the Requirements of the Development Consent Order (DCO) which authorised the NDR. Those measures have subsequently been implemented and monitoring has been undertaken in line with the DCO.

- 2.1.2. Since the NDR (now called Broadland Northway) fully opened to traffic in April 2018, two public consultations have been carried out related to the prospect of creating an NWL. These more recent consultations have also identified similar problems and issues as had been previously raised, with some also adding that they consider the situation has worsened since the delivery of Broadland Northway.
- 2.1.3. There were a high number of responses to these consultations and strong support for an NWL to be delivered. In the initial consultation in summer 2018, 86% of respondents to a question about which options they wanted the council to consider in order to tackle transport issues in the area selected the option of a new road link between the A47 and Broadland Northway. In the consultation on a shortlist of options for the NWL in winter 2018/19, 77% of respondents either agreed or mostly agreed there was a need for an NWL. Some responses to the initial consultation suggested that improvements to public transport, cycling and walking routes, together with further traffic calming were options that should be explored, and a small number preferred taking no action ('do nothing'). Many consultees set out in their responses that the existing roads are simply not able to cope with the levels of traffic that are now routinely using them. Post-opening monitoring of traffic conditions by the County Council has confirmed that there are greater levels of 'extraneous' traffic travelling through the area than had been anticipated during the planning stages for the NDR. Many of the routes are demonstrating this with significant verge over-running, increased maintenance and debris from non-reportable collisions.

The initial consultation results were reported to the former Environment, Development, and Transport (EDT) Committee in October and November 2018 which noted the progress made with the project and agreed to proceed with a non-statutory consultation on shortlisted options. Some headline results from this consultation were reported to the EDT Committee in March 2019 which noted the progress made and that Cabinet would be the decision-making body. It is now appropriate for the County Council, through Cabinet, to reach its conclusions on the most appropriate way forward in the light of the two rounds of consultation and the technical appraisals which have been undertaken.

- 2.1.4. Since the development phases of the Broadland Northway, there have also been notable changes that strengthen the case for the NWL. Lobbying by the A47 Alliance (a collective of businesses, local authorities, MPs and others from across the region) has been successful in securing funding for improvements to dual existing single carriageway sections of the A47. Most notably for the NWL this includes the section from North Tuddenham to Easton, to the west of Norwich. This improvement, removing the associated constraints and delays at peak hours, will improve access via the strategic road network to employment, housing and leisure sites. This trunk road improvement will increase demand for a better western link between the A47 and the north of Norwich.
- 2.1.5. In addition, since the opening of Broadland Northway, Government has announced the new designation of a Major Road Network (MRN), which provides a recognition of more significant routes within the local network that connect with the Strategic Road Network (SRN). The A1270 Broadland Northway and the A140 to the north of Norwich have been designated as part of the MRN, while the A47 forms part of the SRN.

- 2.1.6. The guidance published alongside this new MRN designation states that Government is keen to see gaps in the network, and between the MRN and SRN, resolved. There is currently a clear gap in the network between the A47 trunk road and the western end of the A1270 Broadland Northway that the Norwich Western Link would resolve. Modelling data is indicating that there are as many as 45,000 'desire lines' crossing through the area west of Norwich between these two major roads. The NWL would be expected to accommodate more than 30,000 vehicle movements a day.
- 2.1.7. The A47 Alliance has also set out its ambition to see the A47 SRN upgraded to dual carriageway standard from the A1 at Peterborough through to the eastern ports at Great Yarmouth and Lowestoft. The timeline is to see this funded by 2030 and they will continue to press Government for this. In the shorter term however, the existing projects already allocated funding will see the A47 dualled from Dereham (west of Norwich) to Acle (east of Norwich) and therefore it is expected that traffic delays and constraints along the corridor will be reduced.
- 2.1.8. Norwich Airport, a key asset for the region and focus for economic development, is also seeking to increase its passenger numbers from 500,000 in 2017 to 1,400,000 by 2045. This will increase demand from the south and the west for high quality transport infrastructure to assist this growth. The Airport is fully supportive of the NWL and their growth plans will increase their value to the local economy from £70m to £170m by 2045.
- 2.1.9. The Food Enterprise Zone (FEZ) development area has recently been established to the west of Easton. Significant growth is planned. As well as increasing general traffic wishing to access this new employment site, haulage operators will require improved links to reach the FEZ from the north and west of Norwich. Evidence and feedback from the haulage industry demonstrates that the existing road network to the west of Norwich is not suitable for the size and weight of their vehicles and this is significantly slowing down the movement of HGVs, making them far less efficient, impacting profitability and growth.
- 2.1.10. Notwithstanding the importance of encouraging the use of public transport and walking and cycling in preference to motorised journeys by private car wherever practicable, the option assessment work that has been undertaken (as summarised in section 4 of this report) has shown that, whilst initiatives to encourage greater use of more sustainable modes of travel should be part of the overall approach, such initiatives on their own could not realistically be expected to address the transport issues arising to the west of Norwich. It is only with the inclusion of a road-based intervention, with the ability to cater for the full range of vehicular journeys passing through the area, that it is possible to remove sufficient traffic from the inappropriate rural roads, to bring a meaningful measure of relief to affected communities and to non-motorised users. It is therefore recommended that a road-based intervention is the most appropriate transport solution, in conjunction with a package of wider measures to promote sustainable/active travel choices, and needs to be brought forward.
- 2.1.11. The business case for the preferred route for the NWL is in the high value for money category, as defined using Department for Transport guidance. It has a cost benefit ratio of 2.6, which includes delivering a large viaduct and environmental mitigation measures that minimise the impact of the project.
- 2.1.12. The NNUH, Norfolk Constabulary and Norfolk Fire and Rescue Service support the NWL, recognising the benefits the NWL would bring to their emergency response times. They have already seen the benefits to the north and east of Norwich that the Broadland Northway has already provided.

2.2. SOBC submission

A compelling case for the scheme has been established along with project objectives to ensure success of a suitable proposal. The scale of funding needed for the project cannot be met by the Council alone. DfT has in place the Large Local Major funding programme and the NWL project has very good fit with this. The first stage of the business case process in order to be considered for programme funding is to submit an SOBC for the project.

For this stage, work is based upon a shortlist of options and the four shortlisted NWL options, two with variants; Options A, B (East and West), C and D (East and West) were identified for this. Refer to Appendix A giving a plan of these Options. In accordance with DfT requirements SOBC's are required to be submitted by Sub-national Transport Bodies (STBs). Norfolk are members of the emerging STB 'Transport East'. Transport East are required to submit their Regional Evidence Base including business cases for their priority schemes at the end of July 2019. Further information on the DfT business case process, Large Local Major programme and Transport East was provided in the 8 March EDT Committee report.

The SOBC for NWL can be found at this [link](#). This demonstrates the compelling case for the scheme with reference to local, regional and national transport objectives. It also describes via a value for money exercise that a number of NWL options identified offer high value for money in accordance with DfT's assessment process. Additionally, it also describes how the proposals are deliverable within the Large Local Major funding window.

2.3. Preferred Route Announcement (PRA)

Following the scheme appraisal and option shortlisting work concluded in autumn last year, work has continued in order to make a preferred route recommendation for the NWL. A preferred route is required in order to continue delivery of the project through the statutory and funding processes, appoint a contractor to construct the scheme and interface with other stakeholders / projects such as the A47 North Tuddenham to Easton dualling scheme.

Option C is recommended as the preferred option for the Norwich Western Link.

Option C comprises a new dual carriageway and is routed from the end of the Broadland Northway / A1067 roundabout, extending a short distance along the A1067 towards a new junction and then links to the B1535 Wood Lane junction with the A47. It comprises dualling of the A1067 from the Broadland Northway roundabout for around 350m before a new A1067 junction and then continues on a new dual carriageway in a south westerly direction between Weston Longville and Ringland, initially crossing the River Wensum on a viaduct, and connects with the A47 / Wood Lane junction. Refer to Appendix B giving a plan of Option C.

The PRA will define the preferred corridor that the new NWL will be delivered within and then enables more detailed work to be focussed on developing that proposal further, working with landowners and others (including environmental bodies) to finalise the details and exact routing.

Option C has been recommended as on balance, it provides the overall best route for the NWL in terms of value for money, traffic benefits, environmental impact, engineering complexity, impact on communities, public acceptability and fulfilment of the project objectives.

The various stages of work that have led to this recommendation are described in Section 4.

As part of the scheme development, and having defined the PRA, the project will include the target of achieving 'biodiversity net gain'. A biodiversity net gain assessment will be undertaken to assess the requirement for biodiversity provision to help mitigate and offset the loss of habitats. It is likely that the compensatory habitats will include woodland and wetland features.

2.4. Project Development Spend

Given the compelling case that has been established it is proposed to continue with the project development working towards the stated start of construction in late 2022. A list of key milestones is given in Appendix C. The main activities to deliver the project are to obtain the necessary funding, appoint a design and build (D&B) contractor and complete statutory processes. The appointment of a D&B contractor is a critical path activity as inputs from them are required to inform the planning application in order to capture the actual construction methodology and design to be used.

A robust tender process will be required which will involve developing a reference design and contract documents informed by site investigations along the preferred route including a ground investigation, topographical survey, environmental surveys and other work to define the constraints of the tender. This will then allow the procurement process to commence in early 2020.

It will ensure that suitable tenders are received and minimise contractual risk due to having insufficient information at the time of tender.

A D&B contract tendered using competitive dialogue has been selected for the project. This is considered the most suitable form of contracting process given the requirements of the project in terms of environmental considerations / constraints and the complexity of the main viaduct construction. This approach reduces pricing uncertainty for the council and enables an economic proposal to be delivered as methods of construction will be factored into the tender process.

This approach builds on the learning developed from the Great Yarmouth 3rd River Crossing procurement process.

Recent discussions with DfT have identified that the existing traffic model being used for the project will require an update for later stages of the project. Due to the seasonal restrictions on obtaining the base data and the time required to update the model, costs associated with this have been included.

Details of the project spend to be brought forward are given in Section 6 – Finance implications.

2.5. Consultation

Two rounds of public consultation comprising an initial consultation and an options shortlist consultation have been undertaken.

- 2.5.1. The initial consultation was undertaken in the Summer of 2018 to gain knowledge on transport issues in the area and what could be done about these. There were two opportunities to comment on the consultation; firstly to add general comments on transport issues; secondly to pinpoint local transport issues on an interactive map. Over 1,700 responses were received in total. The consultation found that there was very strong support for creating a new link, with the majority of those responding suggesting a new road was their preferred solution. This option was selected more than three times as much as the next most popular option, which was 'Improving existing roads'.

2.5.2. Following the results of the initial consultation and other work described in previous committee reports, a shortlist of road options were consulted on between 26 November 2018 and 18 January 2019. More than 1,900 people responded to the options consultation, with 1,825 responding via the consultation survey available on the consultation website and 104 sending their responses by letter or email. The consultation website was viewed by 3,475 people and a total of 1,245 people came to 17 consultation events staffed by members of the Norwich Western Link project team.

There was strong agreement among respondents that there is a need for a Norwich Western Link, with Option D ranking as the most popular solution and Option C the second most popular. Option B was notably less popular and Option A the least popular.

2.6. Support from stakeholders

Support for creating a Norwich Western Link has also been received from key individuals and organisations, both through the consultations and following separate engagement.

Letters of support for the scheme have been appended to the SOBC to evidence the strong and widespread backing the scheme has at both a local and regional level. Individuals and organisations who have written in support include:

- Keith Simpson MP
- Chloe Smith MP
- District councils (Broadland District Council, Norwich City Council, Breckland Council and South Norfolk Council)
- Public transport providers (First Eastern Counties Buses and Konectbus)
- Norfolk and Norwich University Hospital
- Norfolk Constabulary
- Norfolk Fire and Rescue Service
- New Anglia Local Enterprise Partnership
- Norfolk Chamber of Commerce
- Road Haulage Association
- Norwich Airport
- Easton and Otley College
- Clarion Housing Group

Common reasons cited in these letters for why an NWL is needed include traffic congestion on the existing road network in the area and the potential for improved journey times and reliability, better access to business and employment sites and to the hospital and improved quality of life for local residents.

In addition, the seven Conservative Norfolk MPs wrote to Secretary of State for Transport the Rt Hon Chris Grayling MP in February 2019 asking that he consider prioritising funding for the Norwich Western Link.

Representations regarding the NWL have also been received from town and parish councils and local councillors, both through public consultations, the Norwich Western Link Local Liaison Group (comprised of local town and parish council representatives located in the area to the west of Norwich) and other engagement. The vast majority of representations received from these councils regarding the principle of creating an NWL are supportive of the need for the scheme.

Cllr Bill Borrett, who sits on the NWL Member Group, also received an email from the East of England Ambulance Service NHS Trust in May 2019 stating their support for Option D.

While most individuals and organisations who have contacted Norfolk County Council support the need for an NWL, some correspondence has indicated significant reservations and/or objections to the principle of creating a Norwich Western Link. Such representations have been received from:

- Clive Lewis MP
- Norwich Green Party
- Environmental and campaign groups (Norfolk Wildlife Trust, the Woodland Trust, the Campaign to Protect Rural England and the Wensum Valley Alliance).

The most commonly cited reason for these reservations and objections are the impact on the environment and the ecology of the area.

The County Council has also received correspondence from landowners in the area to the west of Norwich, however support and objections indicated in these representations is largely focused on specific route options rather than regarding the principle of an NWL.

The balance of support compared to objections received from key stakeholders is broadly similar to that seen through the responses to the two public consultations, with the significant majority of responses agreeing that an NWL is needed.

3. Impact of the Proposal

3.1. The NWL would provide the following benefits:

Economic: The NWL would improve access to Norwich, the primary economic centre for the wider sub-region and to the wider western area which will facilitate the delivery of new and expanded business sites. Quicker more reliable journeys will reduce business costs, increase labour market catchments, improve access to key strategic growth sites and support the visitor economy. This will also support the delivery of new and existing housing sites.

International Gateways: The NWL will provide enhanced connectivity to Norwich Airport, vital to existing businesses and residents as well as supporting the Norwich Aeropark proposals for aviation-related enterprises adjoining the airport, and around 30 hectares of other employment uses in the new Airport Business Park. Norwich Airport, a key international gateway and employment hub for the region and the UK, is also seeking to increase its passenger numbers from 500,000 in 2017 to 1,400,000 by 2045, which will increase demand from the south and the west for high quality infrastructure to enable this growth. The Airport is fully supportive of the NWL and their growth plans will increase their value to the local economy from £70m to £170m by 2045.

Norwich: The NWL will support existing businesses and unlock opportunities for economic growth in Norwich by reducing traffic movements from in and around the city. The NWL would reduce through movements from the outer ring road freeing up capacity to accommodate housing and employment growth, improve public transport journey times and reliability and the conditions for active travel. The NWL will also help to improve emergency response times by providing a higher quality link through the area to the west of Norwich.

Broadland and North Norfolk: The NWL will provide better access and improved journey time reliability to the A47 and A11 strategic road corridors from market towns such as Fakenham, Aylsham and North Walsham, and large parts of Broadland and North Norfolk, avoiding the need for slow and congested journeys.

Local Communities: The NWL will provide traffic relief to rural and suburban communities to the west of Norwich, improving local residents' quality of life, environment and wellbeing.

Public Transport: The NWL will provide opportunities for improvements in public transport routes and bus journey time reliability due to reduced traffic along existing routes.

Resilience: The NWL will provide resilience to the road network, as it will provide a high standard alternative route at times of maintenance and incidents on the network.

4. Evidence and Reasons for Decision

4.1. Assessment of Interventions

Following the Initial Consultation, work was undertaken to determine what, if anything, could be done to tackle the identified transport issues in the area, including the provision of a link road. It was found that a range of interventions could be beneficial, and these were refined to a shortlist of options. The main list of activities undertaken to establish viable interventions and feed in to the shortlisting process is summarised below.

- Assessment of the existing and expected conditions to establish the need for intervention.
- Development of objectives that a potential NWL intervention could work towards; aligned to local, regional and national policy.
- Liaison with key stakeholders within the study area and assess how any intervention may affect them.
- Gather information on the environmental and ecological factors to be taken into consideration in the study area.
- Assess the results of the initial consultation to understand the perceived transport issues in the study area.
- Undertake traffic surveys to see how traffic movements across the study area have changed as a result of the opening of Broadland Northway.
- Establish a “do nothing” baseline criteria against which interventions can be assessed.
- Undertake traffic modelling scenarios to understand the future expected traffic volumes and movements with respect to a range of possible options including a “do nothing” option.
- Determine a longlist of potential options comprising road and non-road options.

- Assess how this longlist of options might improve transport issues within the study area; how they might perform in terms of DfT business case criteria; and how they might affect the environment and ecology.
- Undertake a sifting process based on the results of the above and taking into account performance against the scheme objectives and physical constraints within the study area to obtain a shortlist of options.

This work was summarised in an Options Assessment Report that was provided via a link in the November 2018 EDT Committee Report that proposed the shortlist consultation. Following feedback and further work undertaken prior to the consultation, the Options Assessment Report was updated and the latest version at this [link](#) was provided with the March 2019 EDT Committee Report.

4.1.1. The assessment process above found that options comprising an upgraded or new highway link performed significantly better than other types of options. The best of these formed a shortlist of options for further consideration. Other lower performing but potentially beneficial options were set aside for further consideration in the future to be packaged up with the preferred option and strengthen the overall solution.

4.2. Shortlist of Options

The SOBC submission and option selection process for the PRA recommendation are based on the following shortlist of options which resulted from the Options Assessment Report work above. To provide clarity on the shortlisted options and their variants they were divided into four discrete options, two of which had variants, as follows.

- Option A
- Option B (West) – using existing River Wensum crossing at Attlebridge
- Option B (East) – using a new viaduct crossing to East of Attlebridge
- Option C
- Option D (West) – A47 junction at Taverham Road / Blind Lane
- Option D (East) – A47 junction slightly west of Taverham Road / Blind Lane

Refer to the map in Appendix A that shows the options. Descriptions are given below.

4.2.1. **Option A** - A single carriageway upgrade to the B1535 and A1067, linking to the A47 at the Wood Lane junction north of Honingham. This option would significantly realign the current B road, smoothing it out to make it a higher standard route. The route would join the A1067 via a new junction at Lenwade and make use of the existing bridge across the River Wensum at Attlebridge.

Option B (West and East) - A new dual carriageway route and dual carriageway upgrade of the A1067, with the new route to the east of Weston Longville and linking to the A47 at Wood Lane. At the northern end of this route, two alternatives are given for how it could join the A1067. Option B (West) would be via a new junction near Attlebridge which would include widening the existing River Wensum bridge at Attlebridge. Option B (East) would see a new viaduct crossing of the Wensum created, joining the A1067 to the east of Attlebridge.

Option C - A new dual carriageway route and dual carriageway upgrade of the A1067, linking to the A47 at Wood Lane. A short section of the A1067 would be dualled before a new junction would take the route between Weston Longville and Ringland, crossing the River Wensum on a viaduct.

Option D (West and East) - A new dual carriageway route and dual carriageway upgrade of the A1067. The route is similar to Option C at its northern end, however it then runs to the west of Ringland and links to the A47 further east. A short section of the A1067 would be dualled before a new junction would take the route between Weston Longville and Ringland, crossing the River Wensum on a viaduct, then turning more to the south and crossing the River Tud on a second viaduct, before it meets the A47.

Two variants for how option D could join the A47 have been considered. This is due to Highways England's plans to dual the section of the A47 between North Tuddenham and Easton. There is currently limited detail available on the new junction location near Easton and, until more detail is known, the Council has accounted for the possibility of the junction being located near Blind Lane and Taverham Road, referred to as Option D (West), or closer to the current Easton roundabout junction, referred to as Option D (East).

Do Nothing - Additionally a "Do Nothing" scenario has been used for comparison purposes. The Do Nothing includes the A47 North Tuddenham to Easton dualling scheme being delivered by Highways England as part of the governments Road Investment Strategy.

4.3. SOBC

The DfT funding application process for Large Local Major (LLM) has been described in the 8 March 2019 EDT Committee report. The SOBC is the first of three successively more detailed business case submission stages, which is followed by the Outline Business Case and then the Full Business Case.

The SOBC has been finalised at the same time as the Options Selection Report that informs the preferred route recommendation, described in the following section. Therefore there is some duplication of information between these two reports by necessity of the process. Notably the SOBC is based on the shortlist of options and does not include information relating to the recommended PRA.

The SOBC is required to use the DfT's five case model as described below:

- Strategic Case – demonstrate the schemes is supported by a robust case for change that fits with wider public policy objectives
- Economic Case – demonstrate the schemes value for money
- Commercial Case – demonstrate the schemes commercial viability
- Financial Case – demonstrate the scheme is financially affordable
- Management Case – demonstrate the scheme is achievable

4.3.1. Strategic Case summary

This covers a range of topic areas that comprise the overall strategic evidence for the scheme. The background to the scheme, geographical context and fit with national, regional and local strategies and policies are described.

The case goes on to consider opportunities for growth / inward investment, the existing problems and the impact of not changing. The project objectives (as given in section 1.3 above), measures for success, and constraints / interdependencies, such as the various environmental designations and the A47 North Tuddenham to Easton dualling are also provided.

Engagement with stakeholders as the project has developed is also described and a summary of the Initial Consultation and Options Consultation is included.

The options assessment process is summarised and the shortlist of options provided. These are the options reported on in the Economic and Financial cases.

Key findings of the strategic case work are:

- The policy review indicates a large amount of development planned in and around Norwich, which will lead to increases in traffic on the road network. There are locations that already suffer from congestion in the peak periods such as Longwater Interchange. The additional development traffic at these congested locations will exacerbate the existing delay and queuing issues and could lead to more traffic diverting onto less appropriate routes, including the north-south routes across the Norwich western quadrant.
- The proposed link will help to address accessibility issues and increase the potential for investment in both the study area and regionally. Expected increases in traffic and associated congestion will hamper potential investment due to perceived issues with connectivity. The proposed link will provide a connection with business and economic growth areas both regionally and nationally.
- The NWL would provide an important link between housing and employment sites in and around Norwich, a major growth area for the East of England. Significant new housing is being delivered to the north of Norwich while major employment centres exist in the south-west of Norwich, including the key Norwich Research Park (NRP) development, which encompasses Norfolk and Norwich University Hospital (NNUH) and the University of East Anglia (UEA). The growth potential for Norwich, in both housing and employment, will become constrained without adequate infrastructure. This is recognised by the business community in particular where there is good support for the delivery of the NWL. There is also good support from the Local Authorities, who share the ambitions for Norwich and Norfolk to realise the significant targets for employment and housing growth.
- A NWL will improve the resilience of both the strategic and local road network, providing an alternative route around Norwich to the existing A47 (which orbits Norwich to the south) and the outer ring road. The outer ring road has residential properties located in close proximity and Noise Important Areas are defined on the outer ring road. By providing an alternative route traffic levels on the existing roads would reduce and journey time reliability would improve for all modes. This is important for business as it improves efficiency and in the long run should also contribute towards improved profitability.
- The alternative route will also provide resilience when incidents or maintenance work occurs on the existing highway network which will reduce congestion and delay.

4.3.2. Economic Case summary

This has assessed the proposed shortlist options to assess their economic impacts and the resulting value for money. This has been undertaken using current WebTAG guidance and the Norwich Area Transportation Strategy (NATS) traffic model.

The value for money calculation compares the Present Value of Benefits to the Present Value of Costs. A Benefit Cost Ratio (BCR) is used to express the result. The result can then be categorised using DfT guidance as follows:

- BCR < 1.0 - Poor
- BCR between 1.0 and 1.5 - Low
- BCR between 1.5 and 2.0 - Medium
- BCR between 2.0 and 4.0 - High
- BCR > 4.0 - Very High

The Present Value of Costs is based on costs estimates for each option as determined in the Financial Case. These figures are adjusted to make them consistent with the methodology used in the BCR calculation.

A number of factors are taken into account with the Present Value of Benefits that result in positive and negative costs to be included such as wider economic impacts and greenhouse gases.

Table 1: Present Value of Benefits

| | Option A | Option B West | Option B East | Option C | Option D West | Option D East |
|-----------------------------|----------|---------------|---------------|----------|---------------|---------------|
| Initial Benefit Cost Ratio | 1.4 | 2.6 | 2.2 | 2.5 | 1.8 | 2.0 |
| Adjusted Benefit Cost Ratio | 1.4 | 2.6 | 2.2 | 2.5 | 1.9 | 2.0 |
| Adjusted VfM Category | Low | High | High | High | Medium | High |

4.3.3. Commercial Case summary

The commercial case outlines the commercial viability of the scheme, including the preferred procurement strategy which will be used by NCC to engage with the market and outline how the council will secure the delivery of the project.

The contract to be let for the NWL will be a contract for outputs (completion of the scheme in accordance with quality criteria) – rather than for outcomes (the transport objectives of the scheme).

The NCC procurement team will undertake this work. They have extensive relevant experience including that of delivery of the procurement process for the Great Yarmouth Third River Crossing project.

The options for the allocation of design and construction responsibilities and associated risk have been considered i.e. Prime (traditional) Contracting or Design and Build.

The engineering and environmental constraints and requirements for the project are summarised as they were used to help inform the most suitable procurement strategy.

The emerging preferred procurement strategy is to use a Design and Build contract with competitive dialogue during the tender / selection process.

This allows the Contractor to determine the most economic and acceptable methods to design / build the scheme. This is the industry standard form of contract for schemes of this nature and is also the form being used for Great Yarmouth Third River Crossing scheme.

Tenderers will undertake a tender design during the dialogue period. This will build on the reference design provided at the outset. This approach reduces price uncertainty for the council, reduces the risk of challenge as the basis of pricing is clear and allows tenders to be judged on aesthetics which will be an important consideration.

4.3.4. Financial Case summary

The scheme costs for each option comprise a base cost, risk allowance determined from a quantified risk assessment and profiled inflation using bank of England CPI rates. These are summarised in the table below.

Table 2: Scheme Costs

| Cost £ | Option A | Option B West | Option B East | Option C | Option D West | Option D East |
|---------------|-------------------|----------------------|----------------------|--------------------|----------------------|----------------------|
| Base cost | 45,686,557 | 99,598,036 | 120,279,642 | 114,780,854 | 134,854,823 | 125,523,543 |
| Risk | 10,742,272 | 21,504,589 | 27,352,083 | 26,872,937 | 30,729,522 | 29,020,000 |
| Inflation | 4,218,618 | 9,254,385 | 10,485,666 | 11,030,579 | 12,580,924 | 11,892,958 |
| TOTAL | 60,647,447 | 130,357,009 | 158,117,391 | 152,684,370 | 178,165,269 | 166,436,501 |

Funding is sought via the Large Local Majors (LLM) through the National Roads Fund. The LLM programme is for schemes which are requesting a funding contribution in excess of £50 million, there is no upper limit stated.

4.3.5. Management Case summary

The Management Case of the NWL demonstrates that the scheme is capable of being delivered successfully in line with the recognised best practice and existing guidance. It sets out the processes that are being put in place to ensure that the project is effectively delivered.

NCC has successfully procured and delivered a number of projects of varying sizes and complexity and has worked to successfully deliver these projects with various numerous groups and organisations.

The NWL is a “stand-alone” scheme in terms of its management, which can be delivered independently of any other of other highway infrastructure schemes or development. However, in terms of its final junction strategy relating to the tie in with the A47, this will be subject to HE’s final A47 dualling design for the A47 Easton to North Tuddenham.

To ensure the successful delivery of major schemes, NCC has established a governance structure which will be applicable to the NWL. The Project Governance Structure consists of a two-tier structure which includes, the NWL Project Board and Delivery Teams responsible for scheme delivery.

A robust Communications Strategy is in the process of being developed to define and set out the principles, objectives and approach for the engagement with stakeholders and consultation throughout the delivery process.

NCC has a dedicated Risk Management Policy that will be used to identify and evaluate the risk implications so they might make informed decisions in order to achieve objectives and deliver results.

4.4. Options Selection Report

In order to determine the recommended route option for the NWL an option assessment process has been undertaken on the shortlisted options.

Each of the six options was assessed with consideration to environmental, engineering, traffic and economic implications and also information obtained from the options consultation. The details of this work are contained in the Option Selection Report. This was prepared following the methodology of Stage 2 of TD 37/93 Scheme Assessment Reporting, which is from the Design Manual for Roads and Bridges (DMRB).

A link to the Options Selection Report is found here [link](#). The report also builds upon previous work undertaken as part of the development of the scheme. The Options Consultation Report is appended to the Options Selection Report.

4.4.1. Engineering Assessment

In order to understand the engineering requirements, preliminary design of each option was undertaken. The design has followed the guidance in the DMRB which is applicable to roads of this nature. This comprised a horizontal and vertical highway alignment, junctions at either end of the routes, embankments and cuttings, structures / bridges, and drainage proposals. Once complete each option was ranked against the topics below in order to understand relative ranking.

- Horizontal alignment, land use and constraints - how far each route avoids impact.
- Junctions and links – requirement and challenge of these.
- Topography and profile – challenge of terrain / requirement for large embankment and cuttings
- Structures / bridges – complexity and number required
- Drainage – drainage strategy requirements
- Public utilities interaction – impacts on utilities with consideration of complexity and challenge of these
- Junctions with A47 dualling scheme – ease of accommodation within current known Highways England proposals

- Departures from standards – how physical constraints may affect design acceptability
- Buildability – complexity of construction including online / offline works

The six-rank matrix engineering decision matrix below was prepared to rank the relative performance of the route Options against decision criteria. The matrix evaluates each option against each criterion, with a position rank of 1 representing the best performing Option, while a rank of 6 represents the worst performing. The overall summary outlines the relative overall ranking of the options for all criteria.

Table 3: Six-rank matrix engineering decision matrix

| Engineering | Route A | Route B (west) | Route B (east) | Route C | Route D (west) | Route D (east) |
|--|---------|----------------|----------------|---------|----------------|----------------|
| Horizontal Alignment, Land Use and Constraints | 6 | 5 | 4 | 1 | 3 | 2 |
| Junctions and Links | 6 | 3 | 2 | 1 | 4 | 4 |
| Topography and Profile | 1 | 3 | 4 | 2 | 6 | 5 |
| Structures | 1 | 4 | 2 | 3 | 6 | 5 |
| Drainage | 1 | 1 | 1 | 1 | 1 | 1 |
| Public Utilities | 4 | 3 | 2 | 1 | 6 | 5 |
| A47 Tie-in | 1 | 2 | 2 | 2 | 5 | 6 |
| Departures from Standard | 1 | 6 | 5 | 1 | 1 | 1 |
| Buildability | 4 | 3 | 2 | 1 | 6 | 5 |
| Overall | 3 | 4 | 2 | 1 | 6 | 5 |

With regards to the A47 tie-in, liaison has been ongoing with Highways (HE) England to discuss their project to dual the A47 between North Tuddenham and Easton. They have recently selected their delivery partners and are going through the final stages of the contractual arrangements for the scheme. The project is currently anticipated to start construction at the end of the 2021/22 financial year, approximately 9 months ahead of the NWL. Discussions have been held regarding the likely nature of the junctions and accommodation of the NWL scheme. The NWL connections correspond with where the HE intends to provide junctions as part of the dualled A47.

All NWL shortlisted options are currently considered as being acceptable for connection to the A47 scheme, however due to the physical constraints of the River Tud and steep topography, Options D (East and West) has been assessed as more challenging in comparison to the other options. This is shown in the table above under 'A47 Tie-in'.

4.4.2. Environmental Assessment

This assessment considered the baseline conditions, environmental effects and potential mitigation in accordance with WebTAG guidance Unit A3 "Transport Analysis Guidance – Environmental Impact Appraisal". This considers the following

environmental topics.

- Noise
- Air Quality
- Greenhouse gases
- Landscape
- Historic environment
- Biodiversity
- Water environment

The environmental appraisal summary table is given below.

Table 4: Environmental Appraisal Summary

| Environmental Impacts | Route Options | | | | |
|-----------------------------|--|--|---|---|---|
| | Option A | Option B West | Option B East | Option C | Option D (west and east) |
| Noise | Considered to be the best option as it adversely affects (in terms of moderate and major impacts) the fewest properties. | Considered to be the worst option as it adversely affects (in terms of moderate and major impacts) the highest number of properties. | Considered the third best option in terms of moderate and major adverse impacts on properties. | Considered the second best option in terms of moderate and major adverse impacts on properties. | Considered the second worst option in terms of moderate and major adverse impacts on properties. |
| Air Quality | Slight beneficial local air quality impact; affects fewest numbers of properties | Negative local air quality impact | Negative local air quality impact | Negative local air quality impact | Worst negative local air quality impact; affects largest numbers of properties |
| Greenhouse Gases | Net present value (CO ₂) _e of £8,622,855; lowest emissions of greenhouse gases | Net present value (CO ₂) _e of - £1,358,528; second lowest emissions of greenhouse gases | Net present value (CO ₂) _e of - £4,900,284; second highest emissions of greenhouse gases | Net present value (CO ₂) _e of - £4,149,699; third highest emissions of greenhouse gases | Net present value (CO ₂) _e of - £10,575,555; highest emissions of greenhouse gases |
| Landscape | Slight Adverse | Slight Adverse | Moderate Adverse | Moderate Adverse | Moderate Adverse |
| Historic Environment | Large Adverse | Large Adverse | Moderate Adverse | Moderate Adverse | Moderate Adverse |
| Biodiversity | Very Large Adverse | Very Large Adverse | Very Large Adverse | Large Adverse | Large Adverse |
| Water Environment | Minor Adverse | Minor Adverse | Moderate Adverse | Moderate Adverse | Moderate Adverse |
| Geology and Soils | This Option has the least exposure to the construction of embankments /piled structures over Alluvium layer. | This Option has a limited exposure to construction of embankments and piled structure over Alluvium layer. | This Option has a considerable exposure to construction of embankments and piled structure over Alluvium layer. | This Option has a considerable exposure to construction of embankments and piled structure over Alluvium layer. | This Option has the greatest exposure to construction of embankments and piled structure over Alluvium layer. |

Noise

The noise effects of each option was determined using a 3 dimensional model i.e. including the height of the road; including when on embankments or bridges in accordance with the DMRB (Design Manual for Roads and Bridges). Prevailing wind directions were considered as part of the analysis.

The noise generated is based on the traffic modelling undertaken for the scheme as described elsewhere in this report. The work considers change in existing noise levels. Mitigation in terms of acoustic fencing and bunding has not been include in the analysis therefore the results in the OSR present a worst case scenario. Where sufficiently beneficial, mitigation works (potentially including planting, bunding or other forms of screening) would be included in the scheme to reduce the magnitude of the noise effects. Both adverse and beneficial affects have been taken into account.

Option A was determined to be the best option from a noise perspective as it adversely affects, in terms of moderate and major impacts, the fewest number of properties. A significant factor in this is that its alignment follows or is close to the existing road network. However Option A also benefits the fewest number of properties and has a much wider low level impact, while carrying significantly less traffic than the other options. Option B (East) and Option C, predominantly along a new road link, offer the most desirable balance in terms of noise impacts and benefits.

Air Quality

The air quality impacts of NWL scheme have been appraised following TAG Unit A3 Environmental Impact Appraisal Guidance: Chapter 3.3 'Air Quality Impacts' (31 May 2019). The appraisal considers the scheme impacts in terms of changes in ambient annual mean concentrations of nitrogen dioxide (NO₂) and fine particulates (PM_{2.5}) at locations with relevant human exposure (residential premises, schools and hospitals).

The appraisal is based on the result of traffic modelling undertaken for the scheme. The study area does not lie in an Air Quality Management Area (AQMA). The closest AQMA is east of the study area, within Norwich city centre area, known as Central Norwich AQMA. A quantitative appraisal of each of the six route options, and of the roads and wider highway network that would be affected by them, has been undertaken to identify any routes that may experience an increase or decrease in air pollution during operation of the scheme.

In the short-term (opening year), there are apparent benefits with all options - except Route Option A - in terms of greater numbers of properties experiencing improvements in air quality than worsening. The greatest benefit in the opening year is with Route Option B West. Beyond the opening year, with the clear exception of Route Option A, the year-on-year increases in vehicle kilometres mean that option benefits are eroded. Over the 60-year period, Route Option A has most benefit with an NPV of £3,602,929, Route Option B West has some benefit with an NPV of £728,499 whilst the other options have dis-benefits. The greatest long-term dis-benefits are indicated for Route Option D where both the West and East variants have an NPV of -£3,029,388.

Greenhouse Gases

The appraisal has been undertaken following TAG Unit A3.4 'Greenhouse Gases' (31 May 2019) methodology. CO₂ emissions have been calculated for the opening and forecast years. The monetary valuation method requires emission to be forecast for a 60-year appraisal period.

The results of the assessment are summarised in which shows the change in CO₂ equivalent (CO₂e) emissions, in tonnes, attributable to the scheme being in place and demonstrates the Net Present Value (NPV) of the CO₂e emissions associated with the implementation of the proposed scheme over a 60-year period.

The most beneficial of the options in terms of greenhouse gases is Option A where there is a net reduction in CO₂e emissions over the 60-year appraisal period associated with reductions in vehicle kilometres travelled on the road network. The other options have net dis-benefits due to increases in vehicle kilometres travelled. The greatest dis-benefit is with Option D West and East variants. Dis-benefits in CO₂e emissions are not uncommon for schemes that create additional road space to relieve congestion in other areas. However, over the 60-year appraisal period the changes in CO₂e emissions are relatively small in the context of regional emissions for road transport and do not account for electrification of the vehicle fleet beyond 2030.

Landscape

Consideration has been given to the potential effects on landscape character and 'visual receptors' resulting from each of the six proposed scheme options. The assessment of landscape character and visual amenity are two distinct but related areas.

Landscape Character Assessment is the process whereby the different elements that form the landscape are recorded and assessed. DMRB Interim Advice Note (IAN) 135/10 describes the process as "the assessment of a combination of physical (e.g. landform, vegetation, buildings), aesthetic/perceptual (e.g. scale, appearance, tranquillity) and cultural/social (e.g. human interaction, land use, heritage) aspects which together make up the character of the area.

Visual amenity assessment considers the impact to receptors from locations inhabited and frequented by people.

Options that avoid a crossing of the River Wensum on a viaduct (Options A and B West) would be less impactful on the perception of landscape character, in particular the horizontal alignment of Option A broadly reflects the alignment of existing local roads within the landscape and would require less significant changes to the landform associated with its vertical alignment. Of those options that include a crossing of the River Wensum on a viaduct Options D West and East alignments would result in moderate adverse effects, however within the context of the landscape they are likely to provide opportunities for mitigation to tie into existing woodland within the landscape. In contrast Option C crosses the open landscape, with a reduced capacity to incorporate existing woodland blocks into the mitigation design.

Historic environment

Within the study area there are a number of statutorily designated and non-statutorily designated heritage assets. The assessment has been informed by the proximity of these assets and through an identification of their value. To reflect the rural location of the route options a 500m buffer for the identification of heritage assets has been applied.

This assessment uses information derived from the National Heritage List for England, the Norfolk Historic Environment Record and a Heritage Constraints Report for the Norwich Western Link which was produced by WSP in November 2018. WebTAG sheets have been produced for each option in accordance to DMRB guidance.

In terms of options with the least and highest impact in respect of adverse effects on known buried heritage assets, and the potential for possible, previously unrecorded remains, Route Option C has the least impact and Route Option D has the highest impact.

In terms of options with the least and highest impact in respect of adverse effects on designated heritage assets, Route Option C has the least impact and Route Options A and Option B West have the highest impact.

Biodiversity

Consideration has been given to the biodiversity features that may be affected by Route Options A to D with consideration given to, statutory and non-statutory wildlife sites, habitats of conservation importance protected species and other ecological features.

Assessment has been undertaken in accordance with TAG Unit A.3. A Preliminary Ecological Appraisal (PEA) has also been produced covering the study area, which comprised habitat mapping (largely using freely available mapping) and a desk study.

Potential bio-diversity mitigation may include green bridges, habitat creation and planting. Mitigation design will be based on information gathered from survey work and best practice. In addition, a Norwich Western Link Ecology Liaison Group has been set up, with its first meeting to be held later this month. Representatives from local nature conservation groups have been invited to be part of the Ecology Liaison Group with the purpose of providing in-depth local insight on ecological matters..

In addition to the WebTAG a matrix was used to further assess and compare the impacts of the route options. The table below compares the potential impacts of each route on the key ecological features identified at this stage. The ecological features are ordered in terms of highest importance in relation to legislation and policy. This comparison is based on information from online resources, baseline data available to date and professional judgement. The evaluation considers potential impacts in the absence of mitigation but with consideration for design mitigation i.e. a viaduct is proposed to cross the River Wensum on Option B (East), C and D.

Table 5: Biodiversity Route Impact Matrix

| Impact ¹ | Routes | | | | | |
|--|--------|---------------------|---------------------|--------|-----------------|---------------------------|
| Ecological Feature | A | B (Western variant) | B (Eastern variant) | C | D Both variants | Route with biggest impact |
| River Wensum SAC | Blue | Red | Yellow | Yellow | Yellow | B (Western variant) |
| Barbastelle bats | Red | Red | Red | Yellow | Yellow | A and B |
| Site of Special Scientific Interest (SSSI) | Blue | Red | Yellow | Yellow | Yellow | B (Western variant) |
| Ancient woodland – direct and indirect – approx. within 200m | Blue | Grey | Grey | Blue | Yellow | D |
| Habitat of Principle Importance (HPI) | Blue | Yellow | Yellow | Red | Red | C and D |
| Woodland | Blue | Yellow | Yellow | Red | Red | C and D |
| County Wildlife Sites | Blue | Blue | Yellow | Yellow | Red | D |
| Watercourses (excluding the River Wensum) | Yellow | Blue | Yellow | Yellow | Red | D |
| Habitat fragmentation | Blue | Yellow | Yellow | Yellow | Red | D |
| Pond loss | Red | Yellow | Yellow | Grey | Grey | A |
| Reduction in | Blue | Yellow | Yellow | Yellow | Red | D |

¹ In order of significance in relation to legislation and policy.

| | | | | | | |
|-------------------------------|--|--|--|--|--|---------------------|
| HPI quality | | | | | | |
| Number of hedgerows dissected | | | | | | B (Western variant) |

| Key | Likely Impacts |
|--------|----------------|
| Red | Major |
| Orange | Moderate |
| Blue | Minor |
| Grey | Not applicable |

Based on the conclusion from the WebTAG, it is concluded that Option A, B West and East will have a very large adverse impact on ecological features. Option C and Option D both variants will have a large adverse impact.

For options B (East), C and D it is anticipated that potential impacts on the River Wensum can be mitigated to ensure there is no adverse impact on the SAC, this will include;

- Providing significant vertical and horizontal clearance from the river channel;
- Reducing the impact of shading by the bridge deck in order to retain sufficient light to beneath;
- Minimise construction impact near to the river and within the flood plain;
- Durable and low maintenance design to minimise maintenance activities, in accordance with BD 57/01 and BA 57/01 – Design for Durability

Further mitigation specifically related to water is identified below.

Water environment

Consideration has been given to the water environment features that may be affected by Route Options A to D with consideration given to water quality, aquatic and riparian biodiversity, recreation, hydromorphology and flood risk.

This assessment has been undertaken in accordance with TAG Unit A.3 and comprises a qualitative assessment. A desk study of the hydrological and hydrogeological features associated with the proposed options has been undertaken.

The overall summary assessment score for Route Options A and B West is minor adverse. For Route Option B East, C and D the overall summary assessment score is moderate adverse.

It is anticipated that potential impacts on the River Wensum can be mitigated to ensure there is no adverse impact on the SAC. Mitigation measures for the management of identified impacts of all the route options are likely to comprise;

- Suitable treatment train for highway runoff to minimise impact to surface water and groundwater quality;
- Compensatory flood storage for loss of floodplain and provision of appropriately sized culverts to manage flood flow conveyance;

- Restriction of highway discharge rates to watercourses to mimic Greenfield runoff rates and volumes;
- Minimising footprint of abutment/piers required for new bridge with no structures within channel and locating structures away from channel edge;
- Maximising the span between piers / distance from the banks of the River Wensum and River Tud;
- Adoption of a suitable Construction Environmental Management Plan (CEMP) to manage pollution risks during construction

Geology and soils

An assessment has been carried out on the basis of the following information:

- Geological maps and memoirs for the area;
- Available historic geotechnical logs and reports;
- Search of relevant maps, records and other data (Envirocheck search)

Existing ground investigation information indicate that the proposed scheme Options are underlain by the following sequence of geologies (starting from the top);

- Made Ground
- Alluvium
- Colluvium
- River Terrace Gravel
- Crag Deposits
- Glaciofluvial sands and gravels (Sheringham Cliff Formation)
- Till Members (Sheringham Cliff Formation)
- Lowestoft Formation
- Cretaceous Upper Chalk

It is planned to carry out a detailed ground investigation survey after the preferred route is selected. This will assist in determining possible site-specific ground conditions and potential presence of contaminants along the preferred route corridor.

4.4.3. Traffic modelling

In order to understand the expected traffic changes on the network as a result of implementing each of the options traffic modelling has been undertaken. The results of this work have also been used to assess the monetised traffic benefits that feed into the value for money analysis.

Transport modelling used the NATS model. Further information on the model is given in the 9th November EDT Committee paper and link to which is included in section 12.1.

The model was subject to local re-calibration and re-validation for use on the NWL to undertake fixed and variable demand modelling and traffic forecasting. This has included processing of observed traffic surveys and updates to better reflect the local road network.

Forecasting has been undertaken based on an assumed 2025 opening year, a

design year of 15 years after opening, at 2040, and a 2050 'horizon' year.

At this stage a core growth scenario based on TEMPro 7.2 was used, which is guidance provided by DfT. The future housing and employment growth was evenly distributed across each district without reliance on specific additional local growth within the study area.

Additionally, to obtain an indication of existing traffic origins and destinations within the study area, further analysis was undertaken using the SATURN model to understand how the potential options could impact on routes currently used by traffic.

A summary of the future traffic effects of the proposed options is given in the OSR here [link](#).

4.4.4. Economic Assessment

Options costs have been determined based on engineering design described in section 4.4.1 of this report. In addition to the basic engineering costs sums have been included for preliminaries (including overhead and profit), statutory undertakers plant implications, land costs, design / scheme development / supervision fees, quantified risk assessment and inflation profiled through to delivery of the scheme.

Refer to section 4.3.2 of this report, for the findings of this work.

The Benefit Cost Ratios / Value for Money Categories given consider travel time benefits only and do not at this stage consider potential benefits such as safety, air quality and noise. Therefore they could be considered as a low estimate.

4.4.5. Consultation

Feedback has been collected during the two rounds of public consultation from a range of stakeholders as set out earlier in this report. In relation to the general principle of the NWL, the majority of stakeholders were supportive of the proposals, as long as adequate environmental mitigation and supporting traffic management measures were put in place to enable the solution to be sustainable. In relation to specific options, the majority of stakeholders support Options D or C.

The feedback also included notable responses from the Environment Agency (EA) and Natural England (NE). Both EA and NE require a solution which does not impact on the integrity of the River Wensum SAC and SSSI. The EA also highlighted that the River Tud is classed as a Priority Habitat as a chalk river in the WWF-UK 2014 report 'The State of England's Chalk Streams'.

In both cases EA and NE consistently indicate a preference to minimise the number of river crossings, although noting that Option A is expected to have the least impact on flood risk and does not require a new crossing. Both the EA and NE also confirm that a new viaduct is considered an acceptable solution subject to appropriate design and construction methodology, should a new road crossing be required.

Discussions with the EA and NE have been ongoing during the options selection process. Through this it is expected that the widening required to the existing low level bridge at Attlbridge over the River Wensum for Option B (West) would present greater risks to the SAC than the construction a new higher level viaduct as proposed for Options B (East), C and D (East and West).

4.4.6. Packaging of Options

It is recommended that any option taken forward needs to be accompanied by a package of supporting non-motorised user interventions to encourage active and sustainable travel for shorter distance trips, for example creating new cycle and

equestrian routes on minor rural roads that will receive a traffic reduction linking existing and growing communities and helping to alleviate congestion.

Once a preferred route has been established, a Walking, Cycling & Horse Riding Assessment and Review will be undertaken in accordance with DMRB HD 42/17, in order to inform the development of a complementary package of non-motorised user interventions. This guidance is prepared in line with Highways England's Strategic Business Plan and Roads Investment Strategy, as well as the Infrastructure Act 2015.

A sustainable transport strategy would then be produced for input to the Outline Business Case which seeks to maximise opportunities for transferring shorter distance band trips to non-motorised modes of travel such as walking and cycling where possible.

The existing coverage of the commercial bus service network across Norfolk is predominantly focussed on key radial routes into central Norwich, where there are higher concentrations of potential passengers and direct route opportunities between homes and workplaces to make services more viable. However, some services currently experience delays at peak times due to congestion on these routes and in some instances there is a lack of bus priority at key junctions. This can lead to bus journey time reliability issues which make buses less efficient and unable to compete with private car travel.

The need for commercial viability of services is noted as the key driver for bus routing, with operators attracted to routes which have higher density development alongside to maximise patronage and viability. Since the NWL is not coupled directly with development, it is unlikely that the NWL route itself would support new bus service routes directly.

Following the NWL Preferred Route Announcement, meetings will be held with bus operators to understand opportunities in more detail, exploring whether the provision of a new link through the study area would create new commercial opportunities for additional bus services as a result of traffic relief to alternative routes.

Where it is anticipated that the proposed scheme may increase traffic on the existing local network, interventions will be considered to mitigate these effects. Measures such as weight restrictions and traffic calming will be considered.

The mitigation measures will be investigated in more detail as part of the environmental assessment work prior to the submission of a planning application. Any traffic calming measures would need to be subject to a Road Safety Audit and approved for adoption by NCC Highways. Local consultation would be undertaken with village residents and affected Parish Councils about the detail of the measures to be employed prior to implementation.

4.4.7. Overall option recommendation

On balance, considering all factors, it is therefore recommended that Option C is taken forward as the Preferred Route as this offers a solution which offers good value for money, is publicly acceptable, limits environmental impacts and is the least challenging option to deliver from an engineering and risk perspective.

4.5. Advancing Spend to Maintain Programme

The current project delivery timeline is for a start of construction in late 2022. There are a number of activities that need to be completed in order to meet this timeline. These include undertaking a wide range of site investigations and surveys some of which are seasonally dependent, preparing a reference design, procuring a contractor to deliver the detailed design and construction, obtaining planning permission and other necessary approvals, acquiring the necessary land and dealing with any legal challenge. A list of key milestones is given in Appendix C.

4.5.1. A contractor procurement strategy has been developed to manage commercial risks to the Council and also integrate with other activities required to deliver the project. Notably in order to deal with the environmental constraints and engineering challenges of constructing a viaduct it was recognised that contractor input into the planning process was highly desirable. The planning / statutory process was also constrained by need to deal with any legal challenge as a result of this so as to not affect the start of construction in late 2022. The procurement strategy is described in section 4.3.3.

4.5.2. In order to commence the selection procurement process / tender for the scheme in March 2020 with a manageable level of commercial risk the following activities need to be undertaken:

- Ground Investigation
- Topographical survey
- Environmental / ecology surveys
- Preparation of the reference design
- Preparation of contract documents
- Liaison with landowners

4.5.3. The traffic model supporting the scheme is a key tool for the business case and statutory process. Discussions with DfT have identified that the model will require updating to support the later stages of the project.

Due to the seasonal restrictions on obtaining the base data and the time required to update the model costs associated with this have been included in FY2019/20.

5. **Alternative Options**

5.1. The decision to promote a road-based intervention as the most appropriate solution for addressing the identified transport issues reflects the nature and extent of those issues, the feedback from two rounds of public consultation, and the inability of measures limited to public transport improvements and encouragement of active and sustainable travel to provide sufficient relief to resolve those issues. The decision on a Preferred Route Alignment (PRA) for a Norwich Western Link takes on board engineering scheme design considerations such as drainage, geotechnical, structural and topographical considerations in addition to environmental effects, scheme risks, cost and transport benefits across all of the shortlisted options as well as feedback from two rounds of public consultation.

Transport modelling indicates that the route options considered were all found to offer improvements in comparison with the Do-Nothing Scenario, with a new road link providing additional capacity and opportunities for traffic relief to existing routes which suffer from peak time congestion close to Norwich or suffer from inappropriate rat running through minor rural villages due to the lack of suitable alternatives available.

Option A was found to cater for significantly fewer journeys with only around 9,000-10,000 vehicles per day expected to use the new link in 2025. This route is less well aligned with desire lines through the study area. Options B, C and D were shown to be about three times more attractive with AADT flows predicted in the region of 29,000-32,000 vehicles per day in 2040. Of all options, Option C was shown to attract the highest flows catering for about 31,700 journeys per day.

Performance in terms of economic assessment indicates that options B-D would have a High-Medium Benefit Cost Ratio, with BCR values of 1.8-2.6, despite the substantially lower cost of Option A, this also has the lowest BCR of all options (1.4). Option B West offers the highest BCR of 2.6 and Options B East, C and D East are also within the High BCR (over 2) category.

Options D (West and East) offered the worst performance from an environmental perspective across the majority of categories. This is related to the increased proximity to the edge of Norwich urban area, which has a higher concentration of receptors for noise and air quality and the requirement to include a second viaduct structure over the River Tud in terms of landscape and water environment, geology and soils.

From an engineering perspective all options have various technical challenges to enable a scheme to be delivered. Option C was considered to offer the optimum solution. This includes horizontal alignment as it is further from existing properties and land use constraints. During construction Option A is most likely to cause disruption as it is predominantly online construction and would have significant traffic management requirements. All other options are predominantly offline.

The feedback from public consultation indicates that Options C and D were well supported with both of these being considered to offer a fairly or very effective solution to the key transport issues in the study area. The other options received similar levels of support to the Do-Nothing option or other alternatives, so are less likely to receive public support if taken forward as the preferred option.

In relation to all other engineering factors, Option C scored better than Options D East and D West. Option D West is also the costliest option.

- 5.2. If the work to be used for the procurement process is not to be undertaken this year 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 have not 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.

6. Financial Implications

- 6.1. The previous sections of this report have established the need and benefits of the scheme along with its financial viability / value for money. In order to pursue the funding application with DfT it is necessary for the SOBC to be submitted. 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.

- 6.2. The Council have regular dialogue with DfT and the team responsible for the LLM programme. DfT are aware of the project, its development / work done to date and the delivery timeline. The LLM programme is for schemes to be started in the 2020-25 window with funding from the National Roads Fund.
- 6.3. Upon agreement of the PRA the Council may be served with Blight notices by those with a qualifying interest as described in section 8.1 of this report. The scheme estimates include land costs which have been profiled with the timeline of the project.
- The scheme estimates are given in section 4.3.4. The base costs and risk stated include an allowance for land costs / blight.
- 6.4. In order to maintain programme it is recommended to bring forward funding to enable preparation for the procurement process to progress. The funding required is detailed in Appendix E.
- This expenditure is already included in the forward financial plan but it will be necessary to have it re-allocated to FY2019/20.
- 6.5. A Business Rate Pool funding application round is expected in late summer 2019 and an application made to support the NWL for this earlier work is planned.
- 6.6. 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 later submission termed the Outline Business Case, which is to be developed by the end of 2019.
- 6.7. As Transport East will be confirming their priority schemes after this paper is published the proposals for the SOBC submission and spend to be brought forward will be subject to obtaining Transport East priority status. The recommendations for the NWL are made to this July Cabinet because Transport East's Regional Evidence Base (REB), including its recommended priority schemes, is required to be submitted to DfT before the end of July 2019.
- 6.8. The costs estimates for the development of the scheme exclude Part 1 Claims under the Land Compensation Act in accordance with DfT rules as they cannot be quantified at this stage.
- 6.9. As the scheme is reliant on obtaining Large Local Majors funding, there is a risk to the authority of progressing the scheme ahead of obtaining programme entry (approval of the SOBC) – the recommendations in this report are subject to achieving priority status as described in section 6.7. Therefore, if we are unsuccessful in obtaining funding any expenditure will not be valid capital expenditure and would be need to be recognised as a revenue cost.

7. Resource Implications

- 7.1. **Staff:**
Resources allocated within existing teams, supported by specialists and experts from WSP through the County Councils existing term contract.
- 7.2. **Property:**
None directly, but note details relating to blight in sections 8.1.2 & 8.1.3 below.
- 7.3. **IT:**
None.

8. Other Implications

8.1. Legal Implications:

- 8.1.1. The selection of a preferred route for the Norwich Western Link would open up two lines of land acquisition for landowners either on or adjacent to the route corridor. These are Blight, where land is required for the scheme itself, and discretionary purchase where no land is required.

Any land or properties acquired under either Blight Notice or Discretionary Purchase would have to be managed for the period between acquisition and either their use for the Scheme or disposal through re-sale afterwards.

8.1.2. Blight

The adoption of a preferred route will result in the scheme falling within one of the classes of blighted land specified in Schedule 13 of the Town and Country Planning Act 1990.

This enables anyone with a qualifying interest to serve a Blight Notice on the County Council requiring the purchase of the whole of their property at its unaffected market value. This would effectively bring forward the threatened or prospective compulsory purchase thereby removing the uncertainty which could make the property unmarketable except at a significantly reduced price.

When a Blight Notice is served, the Council will have a period of two months to either accept or reject the Notice. If it wishes to reject the Notice it must serve a counter notice stating at least one of a list of specified grounds. These include that the Council does not believe the property is directly affected or it believes it only needs to acquire part of the property.

If no counter notice is served the Blight Notice takes effect, a deemed CPO Notice to Treat is served and the acquisition of the property by the Council proceeds.

The ability to serve a Blight Notice extends from adopting the route right up until all statutory consents are obtained and the actual Compulsory Purchase Notice is served on the affected landowner.

8.1.3. Discretionary Purchase

Under the existing NCC guidelines, landowners can ask the Council to acquire their property even if it is not actually needed for the scheme. Various criteria have to be met and even then the Council has discretion on whether or not to purchase.

Stage One of the consideration process considers how noise levels will change, the estimated effect on the value of the property and any impact on the medical condition of the residents.

Stage Two considers whether the owners acquired their interest after the preferred route for the scheme was adopted, their efforts to sell the property and their reasons for sale.

Applications are submitted in a prescribed format, considered by officers and a report submitted to Members for a decision.

Applications for Discretionary Purchase can be made during the planning and construction phases as well as up to a period of one year from the opening of the scheme.

8.2. **Human Rights implications**

8.2.1. Aarhus Convention implications

The Council developed its proposals for the Options Consultation for the project and reported these to the EDT Committee in October 2018. This included details of the Initial Consultation completed in the summer of 2018. The Council is satisfied that the consultation was in accordance with the requirements of the Aarhus Convention.

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

8.3.1. It is recognised that there could be equality implications during the development and as a result of the development, these are covered with appropriate actions within the EqIA that has been prepared for the project.

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.

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.

8.5. **Sustainability implications**

8.5.1. The most beneficial of the options in terms of greenhouse gases is Option A where there is a net reduction in CO₂e emissions over the 60-year appraisal period associated with reductions in vehicle kilometres travelled on the road network. The other options have net dis-benefits due to increases in vehicle kilometres travelled. The greatest dis-benefit is with Option D West and East variants. Dis-benefits in CO₂e emissions are not uncommon for schemes that create additional road space to relieve congestion in other areas. However, over the 60-year appraisal period the changes in CO₂e emissions are relatively very small in the context of regional emissions for road transport and do not account for electrification of the vehicle fleet beyond 2030.

8.6. **Any other implications**

N/A

9. Risk Implications/Assessment

9.1. The recommendations in this report are conditional upon recognition of NWL as a priority scheme for Transport East. Transport East priorities are to be agreed during July 2019 ahead of its Regional Evidence Base submission to DfT at the end of July.

9.2. The revised timetable for Brexit at the end of October 2019 could result in a delay to expected DfT funding announcements. This could potentially affect NWL scheme. This situation will be monitored and a continued dialogue with DfT will be maintained.

9.3. The procurement process would be affected beyond prequalification if the Conditional Approval stage (approval / agreement of the OBC) with DfT is not reached. Engagement with DfT will be ongoing to understand the prospects and likely timescales of this milestone.

9.4. 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.

9.5. Within the NWL study area there are a number of important environmental considerations. Continued engagement is ongoing 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.

9.6. The costs estimates obtained are subject to market price changes and inflation, such as changes in the costs of raw materials and land prices. These effects are included with the quantified risk assessment allowances that for part of the total scheme cost estimate.

10. Select Committee comments

10.1. N/A

11. Recommendation

11.1. Refer to the recommendations in the introduction by the Cabinet Member.

12. Background Papers

12.1. Links to previous committee papers:

- 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)
- B&P 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](#)

12.2. List of appendices

Appendix A – Plan of Shortlist Options

Appendix B – Plan of Option C

Appendix C – Key milestone summary

Appendix D – Options Constraints Plan

Appendix E – Spend to be brought forward

Officer Contact

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

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



KEY
 - - - - Preferred route for new dual carriageway section of A47

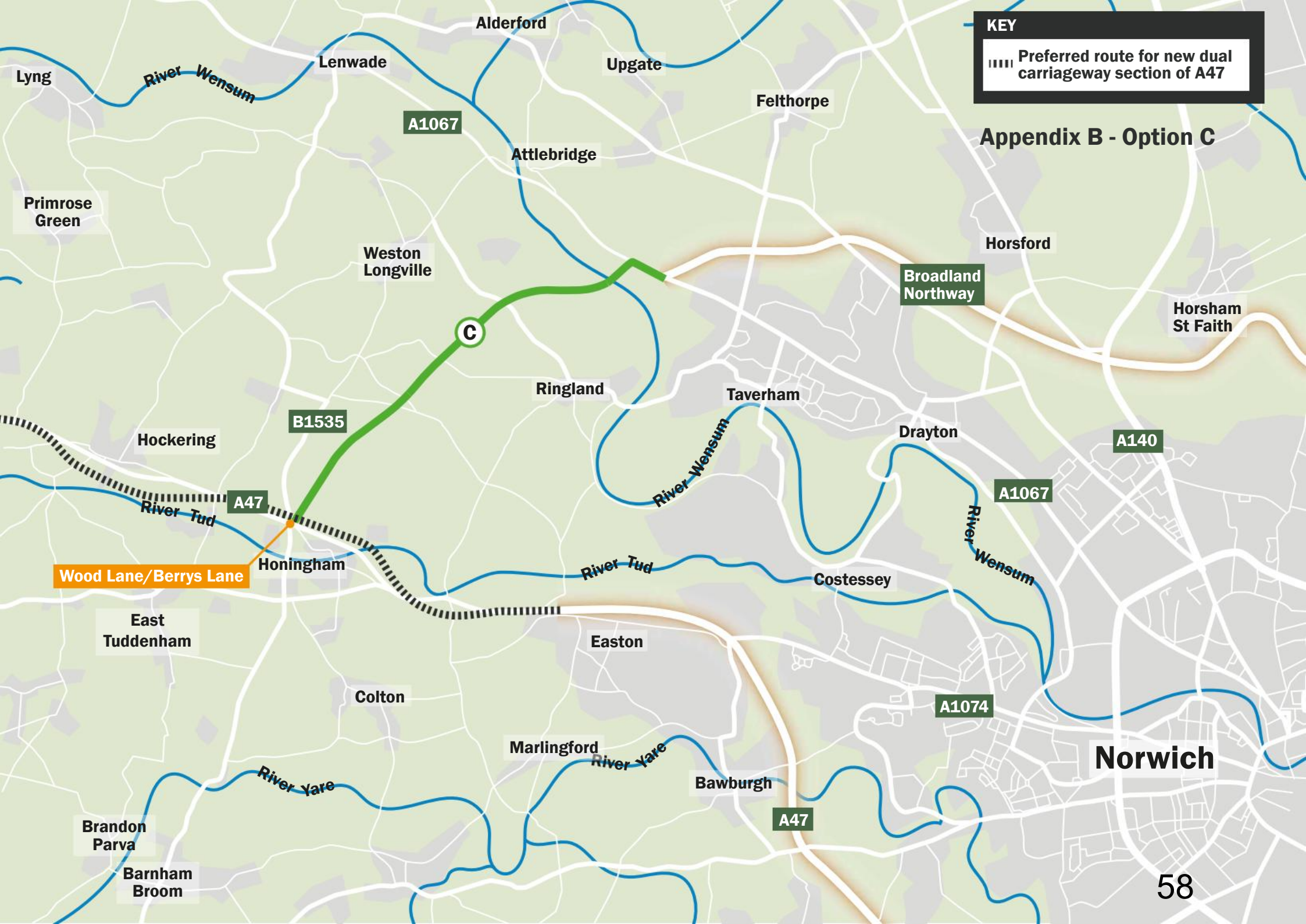
Appendix A - Shortlist Options

Wood Lane/Berrys Lane

Taverham Road/Blind Lane

Location of A47 dual carriageway junction to be confirmed

Norwich



KEY

----- Preferred route for new dual carriageway section of A47

Appendix B - Option C

Wood Lane/Berrys Lane

C

Appendix C - Key Milestones

Appendix C

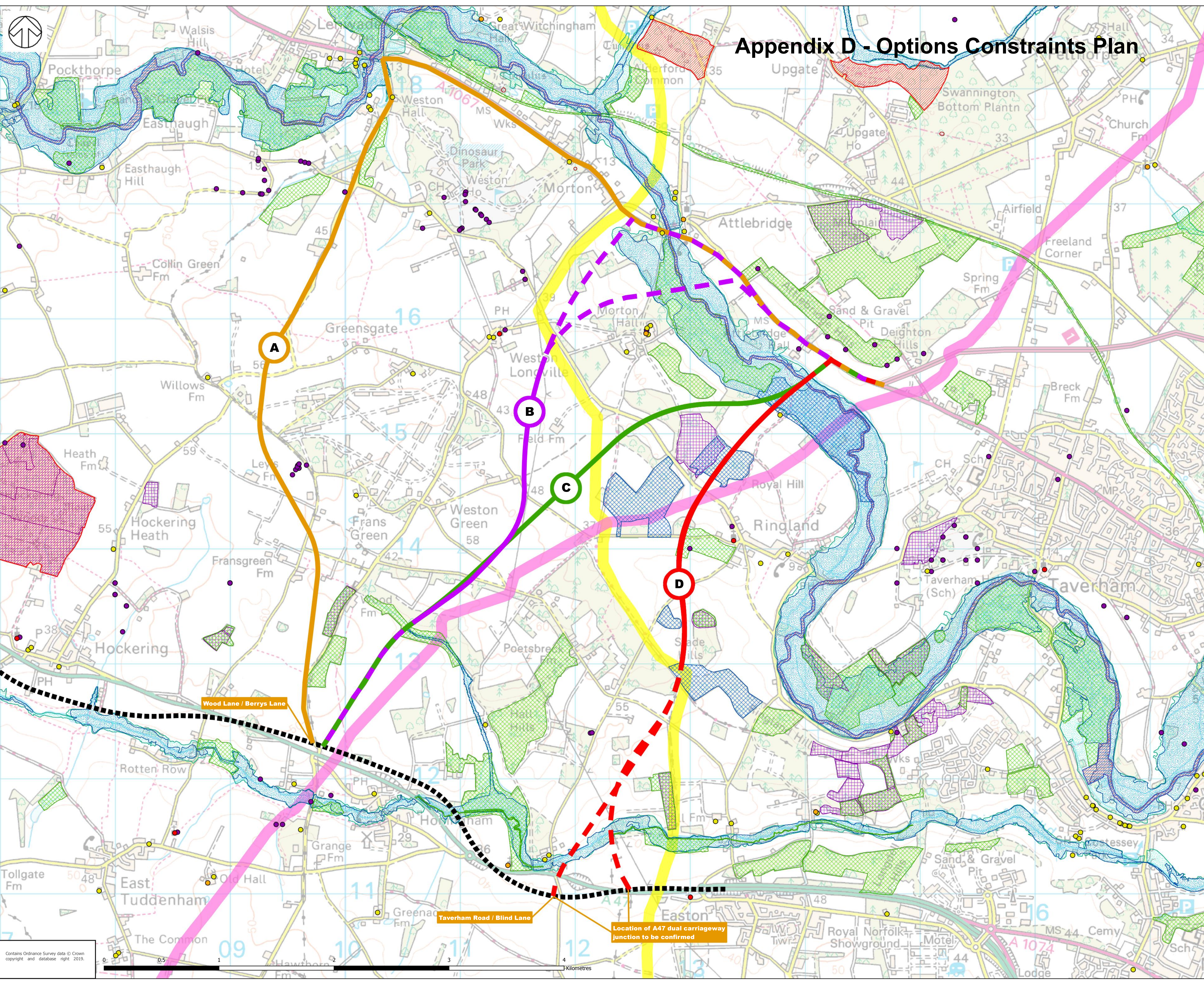
Norwich Western Link – Key Milestones

15th July 2019 Cabinet

| Milestone | Current estimate |
|---|----------------------------|
| Options Selection Report (OSR) | June 2019 |
| Regional priority status agreement – Transport East meeting | July 2019 |
| Preferred route established – decision at July Cabinet | 15 th July 2019 |
| Strategic Outline Business Case (SOBC) together with the Regional Evidence Base (REB) submission to DfT | July 2019 |
| Outline Business Case (OBC) submission | January 2020 |
| DfT OBC approval / programme entry | March 2020 (assumed) |
| OJEU notice (start of procurement process) | March 2020 |
| Design and Build Contractor appointment | October 2020 |
| Formal Pre-application Public Consultation | February 2021 |
| Planning Application submission | April 2021 |
| Full Business Case (FBC) submission | July 2022 |
| Start of construction work | Late 2022 |
| Road open | Early 2025 |

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Appendix D - Options Constraints Plan

DO NOT SCALE

Key

- Constraints**
 - Listed Building, Grade I
 - Listed Building, Grade II*
 - Listed Building, Grade II
 - Veteran Trees
 - Special Area of Conservation
 - Site of Special Scientific Interest
 - County Wildlife Site
 - County Wildlife Site Approved 2018
 - Ancient Woodland
 - Scheduled monument
 - Roadside Nature Reserve
 - Flood Zone 3
 - Flood Zone 2
 - National Grid Gas Pipeline
 - Horsea Project Three
- Shortlisted Options**
 - Option A
 - Option B
 - Option C
 - Option D
 - Option D
- A47 Preferred Route Alignment**

DRAWING STATUS: DRAFT

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CLIENT: NORFOLK COUNTY COUNCIL

ARCHITECT: N/A

PROJECT: NORWICH WESTERN LINK

TITLE: SHORTLISTED OPTIONS CONSTRAINTS PLAN Appendix D

| | | |
|------------------------|------------------------|------------------|
| SCALE @ A1: 1 : 15,000 | CHECKED: UKPJ007 | APPROVED: N/A |
| CAD FILE: N/A | DESIGN/DRAWN: UKECF002 | DATE: 11/06/2019 |

| | | |
|----------------------|----------------------------|--------|
| PROJECT No: 70041922 | DRAWING No: 70041922 - 016 | REV: A |
|----------------------|----------------------------|--------|

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Appendix E

Norwich Western Link - Spend to be brought forward

15th July 2019 Cabinet

| | |
|--|----------------------|
| Total Cost | £1,500,067.50 |
| Ground Investigation | £590,055.00 |
| <i>Siteworks</i> | <i>£353,750.00</i> |
| <i>Resources</i> | <i>£114,805.00</i> |
| <i>Land Costs</i> | <i>£121,500.00</i> |
| | |
| Topographical Survey | £126,500.00 |
| <i>Siteworks</i> | <i>£102,500.00</i> |
| <i>Resources</i> | <i>£24,000.00</i> |
| | |
| Re-base Traffic model | £300,000.00 |
| <i>Traffic model re-base data</i> | <i>£50,000.00</i> |
| <i>Rebase traffic model - Autumn 2019</i> | <i>£250,000.00</i> |
| | |
| Contract Documents | £483,512.50 |
| <i>Resources</i> | <i>£399,512.50</i> |
| <i>Administration & Associated Costs</i> | <i>£34,000.00</i> |
| <i>Legal Advice</i> | <i>£50,000.00</i> |

Report to Cabinet

Item No. 8

| | |
|--|--|
| Report title: | Greener facilities management |
| Date of meeting: | 15 July 2019 |
| Responsible Cabinet Member: | Cllr Andrew Jamieson (Cabinet Member for Finance) |
| Responsible Director: | Simon George (Executive Director for Finance & Commercial Services) |
| Is this a key decision? | No |
| Executive Summary/Introduction from Cabinet Member This paper notes the decision to shift to green electricity, saving some 9100 tonnes of CO ₂ per annum, and recommends a number of further steps and studies to reduce the council's environmental impact. Recommendations Cabinet is invited to: A. agree that with effect from October 2019, the council should shift to a 'green' tariff for electricity, saving some 9100 tonnes of CO₂ equivalent per annum; B. agree a new approach to reduce single use container consumption in County Hall; C. agree that the council will shift to recycled paper for photocopying; and D. request that officers investigate the feasibility of switching to electric vehicles when the pool car fleet arrangements are refreshed later this year. | |

1. Background and Purpose

- 1.1. The preparation of a new environmental policy is under way, but a number of opportunities to change procurement policy have been identified where there is a shorter timeline. These changes will reduce the council's carbon emissions and its use of single-use containers.
- The Eastern Shires Purchasing Organisation is refreshing its collective energy purchasing arrangements and had asked that the council reconfirm its commitment to these arrangements. The council has taken the opportunity to move to 'green' energy, at a cost of £16,000 per annum.
 - The single use plastic working group identified the need to reduce consumption of single use containers at County Hall.
 - A routine review of the stationery category indicates that recycled paper is currently available for a similar price to non-recycled paper.
 - With the shift of facilities management to a contract with Norse Eastern, and the imminent expiry of the pool car arrangement with Enterprise Rent-A-Car UK Limited, we are transferring the provision of pool cars to Norse. It is timely to review whether electric vehicles should now be introduced.

2. Proposals

- 2.1. The shift to **green electricity** will apply to all council electricity purchases and will cover both supplies to premises and street lighting
- 2.2. Following meetings of the Members' Single Use Plastics working group, officers

were tasked with looking at removing **paper cups** from the two Norse coffee outlets in County Hall. Various options were explored, including compostable cups. But following detailed discussions a number of these new technologies could not satisfactorily demonstrate their ability to be recycled or re-used.

- 2.3. A number of proposals were evaluated, but the most pragmatic and cost-effective method is to encourage staff to bring their own cups and to put in place a system for visitors. There are over 700 visitors to County Hall every day and it is proposed that Norse 'lend' staff and visitors ceramic cups when using the Norse Café. These oversized cups would allow hot drinks to be safely transported around the building. We would encourage staff to bring in their own cups (and lids) which are widely available. Several collection points around County Hall would be put in place for collection and cleaning. Separate arrangements would be put in place for staff with disability or mobility issues.
- 2.4. Norse would phase in the new arrangements over the summer, looking to use the existing stock of cups before rolling out the new system. This builds on a number of initiatives undertaken by Norse to help reduce single use plastic across County Hall.
- 2.5. The cost of implementing the new system would be £7,690 – for the cost of purchasing a stock of new cups and the storage systems.
- 2.6. Currently the council uses a mixture of **recycled and non-recycled copier paper**, with much being left to the discretion of individual orderers. A more-consistent approach would reduce the council's environmental impact whilst still obtaining value for money.
- 2.7. It is proposed that a single, standard 100% recycled copier paper be introduced. This would be, at worst, cost-neutral. Quality – in terms of longevity and performance in the copiers – would be as good as non-recycled paper, but the paper would be less bright.
- 2.8. The council runs a variety of **pool cars**. It is anticipated that the fleet after the takeover by Norse will consist of nine small cars, one people-carrier and three small vans. It is proposed that officers be asked to look at the viability of purchasing or leasing electric vehicles in place of some or all of these vehicles.

3. Impact of the Proposal

- 3.1. Moving to green electricity reduces CO₂ emissions attributable to the council by some 9100 tonnes per year.
- 3.2. Moving to ceramic cups will save some 80,000 paper cups per annum.
- 3.3. The use of 100% recycled paper saves approximately 1.6kg/CO₂ per ream, and 108l of water.
- 3.4. Electric vehicles reduce CO₂, nitrous oxide and particulate emissions. Further details of the impact would be worked up as part of the feasibility study.

4. Evidence and Reasons for Decision

- 4.1. Costs and CO₂ reductions for the shift to green energy have been calculated by NPS Property Consultants Ltd.
- 4.2. Costs for the shift to ceramic cups have been provided by Norse.
- 4.3. Environmental benefits for recycled paper are from the Institute of Energy and Environmental Research, Heidelberg
- 4.4. The reasons for the decisions are as follows:
 - For the shift to green energy, the significant reduction in CO₂ emissions is considered to outweigh the marginal increase in costs.
 - For the proposed shift to ceramic cups, the reduction in residual waste, the public expectation that vendors will take steps such as these, and the benefit in the council, as a waste disposal authority, acting as an exemplar are considered to outweigh the minor cost.

- For the proposed shift to recycled paper, the environmental benefits are considered to outweigh the minor aesthetic disadvantages.
- For the proposed electric vehicles feasibility study, the relatively small investment in officer time is considered to be justified by the potential environmental benefit.

5. Alternative Options

- 5.1. Cabinet could decide to remain with the status quo in respect of the cups, the paper and the pool car arrangements.

6. Financial Implications

- 6.1. As set out above, the cost of the shift to green energy is some £16,000 per annum and the one-off costs of the ceramic cup proposal is some £8000.

7. Resource Implications

7.1. Staff:

There will be some minor resource implications for the property and procurement teams in implementing these changes and conducting the proposed feasibility study.

8. Other Implications

8.1. Equality Impact Assessment (EqIA) (this must be included)

There are no equality impacts from these proposals

8.2. Health and Safety implications (where appropriate)

None

8.3. Sustainability implications (where appropriate)

As set out above

8.4. Any other implications

None

9. Risk Implications/Assessment

- 9.1. There are no material risks

10. Select Committee comments

- 10.1. Not applicable

11. Recommendation

- 11.1. That Cabinet:

- A. agree that with effect from October 2019, the council should shift to a 'green' tariff for electricity, saving some 9100 tonnes of CO₂ equivalent per annum;**
- B. agrees a new approach to reduce single use container consumption in County Hall;**
- C. agrees that the council will shift to recycled paper for photocopying; and**
- D. requests that officers investigate the feasibility of switching to electric vehicles when the pool car fleet arrangements are refreshed later this year.**

12. Background Papers

- 12.1. None

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| | |
|------------------------------------|---|
| Report title: | Healthy Ageing Campaign |
| Date of meeting: | 15 July 2019 |
| Responsible Cabinet Member: | Councillor Bill Borrett (Cabinet Member for Adult Social Care, Public Health and Prevention) |
| Responsible Director: | Dr Louise Smith (Director of Public Health) |

Introduction from Cabinet Member

In August 2018 the Council’s Communities committee received a report outlining proposals for forthcoming public health communications campaigns. Central to this was a men’s health campaign and targeted promotional activities for young families. Appended to this report is a summary of activity under these two campaign programmes.

This paper sets out proposals for a healthy ageing communications campaign for 2019/20.

We propose running a Healthy Ageing communications campaign as part of the preventative approach that Norfolk County Council is taking to support Norfolk people to stay fit and healthy for as long as possible.

The Norfolk population is generally older than average for England and the largest increase in population is anticipated to be in the 75+ age group. Therefore, we need to act to maximise the use of our resources and reduce demand on our services.

We plan to run a 12-month multi-departmental campaign (starting in August 2019) that will support the business objectives of Adult Social Services and Public Health. The campaign will use a variety of approaches to reach our target audience and provide them with the information, tools, confidence and motivation to delay or prevent frailty and ultimately reduce demand on services. We will work with older people, health & social care professionals and other groups to develop the content of the campaign.

Recommendation:

That cabinet approves the proposed campaign to support the prevention priority that the Council has identified.

1. Background and Purpose

The Government has stated that as part of its Industrial Grand Challenge it wants to ensure that people can enjoy five extra healthy, independent years of life by 2035, whilst narrowing the gap between the experience of the richest and poorest.

We want people to recognise that is possible to remain healthy as they get older and that age is no barrier to enjoying an active and fulfilling life and being able to feel a part of our society. To address the needs of our ageing population, our Promoting Independence strategy is aimed at supporting people to be independent, resilient and well. It focusses on three key areas:

- Prevention and early help.
- Support for people to stay independent for longer.
- Supporting people to live with complex needs.

The challenge to support people to stay independent for longer will involve a range of wellbeing and Public Health initiatives, including this proposed campaign. We aim to utilise the best available evidence and practice to develop a campaign that will meet the following criteria:

Business objectives:

- Support Norfolk people to stay fit and healthy as they age and live for as long as possible in their own homes/community.
- Prevent, reduce and delay the demand for social care – i.e. Promoting Independence.

Communications goal:

- A contented older population who embrace an active, healthy lifestyle and enjoy meaningful relationships.

Primary campaign objectives:

- Celebrate ageing and challenge age-related stereotypes
- Increase uptake of activities that prevent ill health & improve wellbeing
- Promote independence and build stronger communities

Target audience:

- Pre-frailty retirement-aged people who have yet to engage with our services
- Within the above group, those from lower socio- economic backgrounds (C2DE) as they are more likely to experience the onset of poor health earlier than those in other groups.

2. Proposal

The campaign will run for 12 months (starting in August 2019) and will be comprised of several elements such as live events, print and online media communications, and working with our partners on initiatives to give the target audience the information, tools, confidence and motivation to thrive.

We want to communicate the following key messages:

- If you invest in your health & wellbeing you will stay feeling younger for longer.
- Staying active keeps your body strong, mind sharp and gives you more energy, so you can keep doing the things you love.
- Getting older does not mean that life must slow down or stop.
- If you try to stay young you're more likely to live longer.
- It's possible to live a long and happy life without becoming dependent on social care & services.
- Our communities can become a great source of help & care as we get older.

3. Impact of the Proposal

An effective campaign will raise awareness in the target demographic of behaviours that are likely to result in people living in good health for longer, with the eventual impact of a reduction in demand for health and social care services. The campaign will serve as a call to action to be active both physically and as part of society.

4. Evidence and Reasons for Decision

Outcomes for older people in Norfolk are generally good and older people's rating of their health-related quality of life is higher than England. However, Norfolk generally has an older population that is projected to increase at a greater rate than the rest of England. Almost all the population increase over the last five years has been in those aged over 65. Over the next ten years the total population is expected to increase by 50,700 with most of the increase expected in the 65 and over age bands. Modelled estimates indicate that the 75 and over population of Norfolk is likely to require about 15,000 nursing and residential beds and 7,000 housing with care units (data from Norfolk JSNA, 2019). It is therefore in the interests of all concerned that attempts are made to prevent or delay the onset of health conditions that are likely to require significant resources from the health and social care sector.

- Our approach will utilise media and campaign opportunities shown to be effective at reaching our target population group.
- There is a significant evidence base about this demographic that will help inform the campaign.
- We have a strong network of partners and stakeholders to utilise for delivery.
- Reaching retirement age is a life milestone – where people are more likely to be receptive to behaviour changes.

5. Alternative Options

Other public health priorities could be considered for a campaign to be funded out of the Public Health budget for communications and media activity.

6. Financial Implications

The proposed activities will be funded from the existing Public Health budget for communications and media activity. The proposed campaign budget is £30k.

7. Resource Implications

7.1. Staff:

Public Health and Communications team staff will plan and run the campaign as part of their normal duties.

7.2. Property:

N/A

7.3. IT:

N/A

8. Other Implications

8.1. Legal Implications:

N/A

8.2. Human Rights implications

N/A

- 8.3. **Equality Impact Assessment (EqIA)**
N/A
- 8.4. **Health and Safety implications** (where appropriate)
N/A
- 8.5. **Sustainability implications** (where appropriate)
N/A
- 8.6. **Any other implications**
None

9. **Risk Implications/Assessment**

- The campaign will maintain a sustained focus on the target demographic and will utilise a significant amount of resources, meaning that other groups with identified health needs that could benefit from a campaign targeted at them may not be suitably accommodated. However, this will not be the only campaign running as we are also working with Children's Services and our commissioned under 19's health services to address the needs of children and young people.
- Many of the activities proposed are dependent on the collaboration of partners, so if they do not have the capacity or inclination to participate then key elements in this proposal may be compromised.

10. **Select Committee comments**

- 10.1. N/A

11. **Recommendation:**

- 11.1. That cabinet approves the proposed campaign.

12. **Background Papers**

- 12.1. None

Officer Contact

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Report to Cabinet

Item No. 10

| | |
|-----------------------------------|---|
| Report title: | Finance Monitoring Report 2019-20 P2: May 2019 |
| Date of meeting: | 15 July 2019 |
| 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? | No |

Executive Summary

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.

Subject to mitigating actions, the forecast revenue outturn for 2019-20 is an overspend of **£6.108m** on a net budget of £409.293m. General Balances are £19.6m and reserves and provisions are forecast to total £76.6m.

Recommendations

Cabinet is asked to:

- **note the period 2 forecast general fund revenue overspend of £6.108m noting also that Executive Directors will take measures throughout the year to reduce or eliminate potential over-spends;**
- **note the period 2 forecast shortfall in savings of £4.706m 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/under spends;**
- **note the expenditure and funding of the revised current and future 2019-22 capital programmes.**
- **approve entering into a grant agreement with DCMS to deliver the Norfolk Local Full Fibre Network (LFFN) project, and note the commitment to reinvest 50% of revenue savings as set out in Appendix 2 (paragraphs 1.7-1.10).**

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 a revenue and capital budget 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.

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 **£6.108m**, linked to a forecast shortfall in savings of **£4.706m**. Forecast reserves and provisions amount to **£76.7m**, and general balances **£19.6m**.

Within the forecast overspend are significant financial pressures identified in Children's Services and Adult Social Services, 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 numerous areas of service including children looked after, young people leaving care and children at risk of harm. Within Adults, there are pressures on Purchase of Care budgets. A full narrative

is given in Appendix 1.

The Council's capital programme contains new schemes approved by County Council on 12 February 2019, as well as previously approved schemes brought forward.

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. 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 / not applicable.

11. Recommendation

- 11.1. Recommendations are set out in the executive summary to this report.

12. Background Papers

- 12.1. *DCMS Local Full Fibre Bid*, Digital Innovation and Efficiency Committee, 13 March 2019, Item 16:

<https://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1435/Committee/164/Default.aspx>

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Norfolk County Council Finance Monitoring Report 2019-20

Appendix 1: 2019-20 Revenue Finance Monitoring Report Month 2

Report by the Executive Director of Finance and Commercial Services

1 Introduction

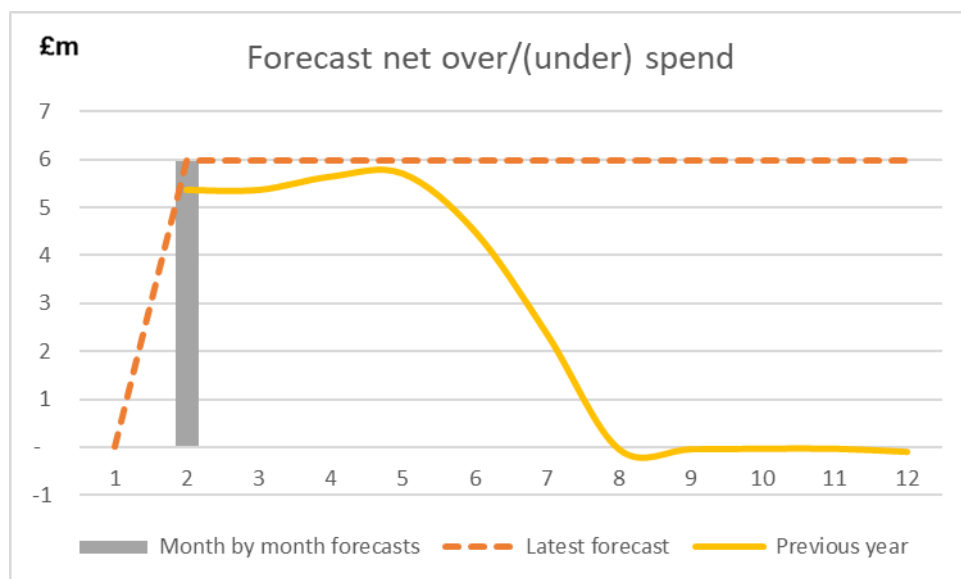
1.1 This report gives details of:

- 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 May 2019** an **overspend of £6.108m** 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 of 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 | 247.232 | 4.865 | 2.0% | A |
| Children's Services | 211.627 | 5.000 | 2.4% | A |
| Community and Environmental Services | 159.574 | 0 | 0.0% | G |
| Strategy and Governance | 8.476 | -0.057 | -0.7% | G |
| Finance and Commercial Services | 28.129 | 0 | 0.0% | G |
| Finance General | -245.745 | -3.700 | 1.5% | G |
| Totals | 409.293 | 6.108 | 1.5% | G |

Notes:

- 1) the RAG ratings are subjective and take into account both the relative (%) and absolute (£m) impact of overspends.

2.4 **Children's Services:** Early review of existing commitments within NCC Funded Children's Services indicate the potential for 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 To partially mitigate the identified pressures, Children's Services will look at the option to capitalise £2m of equipment spend and revenue contributions to capital expenditure by schools in line with the approach utilised in 2018-19. As a result, the projected overspend at period 2 for NCC Funded Children's Services is £5m.

2.6 The service pressures have been long identified by the department and are all being tackled by a sustained programme of transformation. Further details relating to the Children's Services position are included in Revenue Annex 1.

2.7 **Dedicated Schools Grant:** An early review of the financial year's commitments for each of the blocks of the Dedicated Schools Grant (DSG) have highlighted pressures primarily 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.

2.8 The early indications are that there will be an overall overspend on the DSG in the region of £4.5m, which will be combined with the cumulative overspend of £10.887m brought forward from prior years.

2.9 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.

- 2.10 The Council submitted its DSG recovery plan to the DFE at the end of June and will submit a response to their current call for evidence by the end of July.
- 2.11 **Adult Social Services:** The forecast outturn as at Period 2 (end of May 2019) is an overspend of £4.865m. The largest contributors to this are the Purchase of Care budget. This is largely due to the underlying position which in 2018-19 was mitigated through the use of £4.2m of winter pressures funding.
- 2.12 **CES:** Community and Environmental Services are forecasting a balanced budget. Forecast underspends across the services, in particular highways and waste, will be potentially offset by one-off transformation spend.
- 2.13 **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.
- 2.14 **Finance General:** The net impact of revised business rates projections and insurance fund assumptions have resulted in a forecast underspend of £3.7m in Finance General.

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 P2 |
|--------------------------------------|---------------------------------|--------------------------|
| | £m | £m |
| Adult Social Services | 247.606 | 247.232 |
| Children's Services | 211.667 | 211.627 |
| Community and Environmental Services | 160.712 | 159.574 |
| Strategy and Governance | 8.657 | 8.476 |
| Finance and Commercial Services | 26.395 | 28.129 |
| Finance General | -245.744 | -245.745 |
| Total | 409.293 | 409.293 |

Note: this table may contain rounding differences.

- 3.2 During periods 1 and 2 there were reallocation of budgets between departments to reflect management responsibilities. The main adjustment relates to library property budgets which have transferred from Community and Environmental Services to the Corporate Property Team within Finance and Commercial Services.
- 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 | 16.167 |
| Children's Services (inc schools, excl LMS/DSG) | 6.521 | 8.184 | 1.663 | 1.568 | 3.749 |
| Community and Environmental Services | 34.030 | 37.992 | 3.962 | 29.935 | 35.673 |
| Strategy and Governance | 1.809 | 2.680 | 0.871 | 1.422 | 2.149 |
| Finance & Commercial Services | 1.746 | 3.147 | 1.401 | 1.510 | 2.576 |
| Finance General | 14.247 | 17.429 | 3.182 | 13.215 | 16.445 |
| Reserves and provisions | 85.816 | 101.533 | 15.717 | 61.269 | 76.759 |

- 4.4 Forecast overall provisions and reserves at 31 March 2020 are higher than anticipated at £76.759m, and over £15m 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.
- 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 £26.899m and a **total shortfall of £4.706m** forecast at year end
- 5.3 As at period 2 monitoring, the RAG status and forecast savings delivery is anticipated as shown in the table below:

Table: 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 |
| 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 | -0.178 | 0.000 | 0.000 | 0.000 | 0.000 | -6.178 |
| Green Confident saving will be delivered (100% forecast). | -6.743 | -6.522 | -3.891 | -0.931 | -0.945 | -1.122 | -20.154 |
| Total | -13.310 | -6.700 | -3.891 | -0.931 | -0.945 | -1.122 | -26.899 |
| Savings shortfall | -4.584 | -0.122 | 0.000 | 0.000 | 0.000 | 0.000 | -4.706 |
| Total (budget savings) | -17.894 | -6.822 | -3.891 | -0.931 | -0.945 | -1.122 | -31.605 |

Commentary on savings rated RED

- 5.4 Four savings have been rated as RED, representing a budgeted total savings value of £2.451m and a forecast savings shortfall of £1.884m (6% of total budgeted savings). Commentary is provided below.

Adult Social Services:

Savings forecasts are based on current evidence and expectations for project delivery. However, mitigating actions are being developed to identify any additional savings that can be achieved through early or over delivery of other savings projects, which is not reflected in the forecast.

- Saving reference ASC003: Service users to pay for transport out of personal budgets, reducing any subsidy paid by the Council: budget £0.800m, shortfall **£0.550m**.
- Saving reference COM040/ASC003: Delay and reversal of transport savings: budget £0.200m, shortfall **£0.200m**:

Most of our investment in service user transport is in supporting people with Learning Disabilities in attending placements with Day Opportunity providers. We will save monies on our transport expenditure through outcomes being met in different ways, empowering service users to travel more independently or, where we still need to provide transport, continuing to optimise travel routes and means.

Our new transport policy is being embedded, we are working with Day Opportunity providers to support people along 3 new support pathways and consistently look to review our travel routes and contracts. At present the pace of progress, and impact, is not in line with the savings expectations.

- Saving reference ASC008: Promoting Independence - Housing with Care - develop non-residential community-based care solutions: budget £0.500m, shortfall **£0.500m**:

This saving pre-dates our revised strategy, which will enable a more ambitious programme of work, but will require longer to deliver. We have created a new “Living Well – Homes for Norfolk” programme to deliver 2800 new units of Extra Care Housing within the next 10 years and utilise council investment of up to £29m. Gross savings of £4m are being targeted across the ten-year programme. The first of these schemes will not be open in this financial year. We are however working with our existing Housing with Care providers to fully utilise our block contracts and ensure we have a smooth and efficient placement process. We have not declared the benefits of this work against this savings target as we did not wish to double count with another savings line within our programme.

- Saving reference ASC036: Maximising potential through digital solutions: budget £0.951m, shortfall **£0.634m**:

We have set up governance to manage our Digital transformation under the Adult Social Care ASTEC programme. We are in the first year of a 3-year programme and are seeking to transform under 4 key headings:

- Creating a productive workforce
- Empowering Citizens
- Care Providers
- Integrating with Health Care

We are delivering savings through the Assistive Technology workstream, which will continue to expand. In addition we are progressing the roll out of mobile working and have recently been awarded up to £0.120m of external funding to maximise the benefits from this. The savings are unlikely to be delivered in the current financial year due to the lead in time to make the significant changes required. Alternative savings are being explored.

Commentary on savings rated AMBER

- 5.5 Two savings have been rated as AMBER, representing a budgeted total savings value of £9.000m and a forecast savings shortfall of £2.822m (9% of total budgeted savings). Commentary is provided below.

Adult Social Services:

Saving reference ASC006/ASC011/ASC015: Promoting Independence for - Customer Pathway - where the focus will be on connecting people with ways to maintain their wellbeing and independence thereby reducing the numbers of service users receiving care in a residential setting: budget £8.700m, shortfall **£2.700m**:

In 2019/20 we have been rolling out our “Living Well – 3 Conversations” model of social work across all our front line operational teams. This is a positive realignment of our social work model and builds upon the core strengths of both social care staff and citizens of Norfolk. To be fully impactful we need to continue to influence the whole health and care system to shift to this new way of approaching strengths based support. Only then will we fully achieve the budget required changes in levels of demand for social care. For our budget related to Learning Disabilities we now have 16 projects working on delivering the Council’s responsibilities towards the 5 year co-produced Norfolk Learning Disabilities Strategy.

Children’s Services:

Saving reference CHL047: Cost efficiencies delivered by strategic partnership and joint commissioning with mental health services: budget £0.300m, shortfall **£0.122m**:

Since the budget was set, the joint work across the mental health system has developed significantly into a comprehensive redesign of the system as a whole and an intention to establish an integrated alliance with health partners. This more ambitious and comprehensive approach means we are looking at all of the resource in the system together and re-casting this for the long term. That means that it is less possible and constructive to look to drive out efficiencies from each part of the system in isolation. Therefore, it is anticipated that £0.178m of the £0.300m savings target will be achieved in 2019-20, alongside the improved value for money for the Council from the remaining contracts. In the longer run however the comprehensive alliance model

should achieve much more significant financial impact through changing the way we respond to mental health needs and earlier intervention.

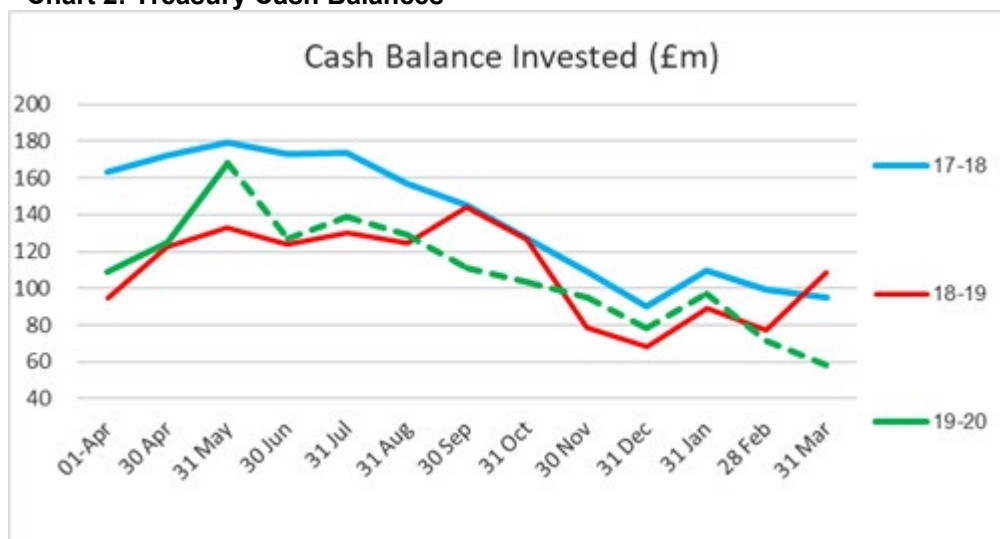
2020-21 to 2021-22 savings

- 5.6 Budget setting in 2019-20 saw the approval of £31.082m savings for 2020-21 and £16.740m savings for 2021-22. At this point, savings for future years are expected to be achievable.

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 impact of the £40m Pension Fund pre-payment approved in September 2018 is reflected in the reduced November 2018 balance. Current year balances assume £80m new borrowing in 2019-20, including the following £30m PWLB (Public Works Loan Board) debt taken in April and May 2019:

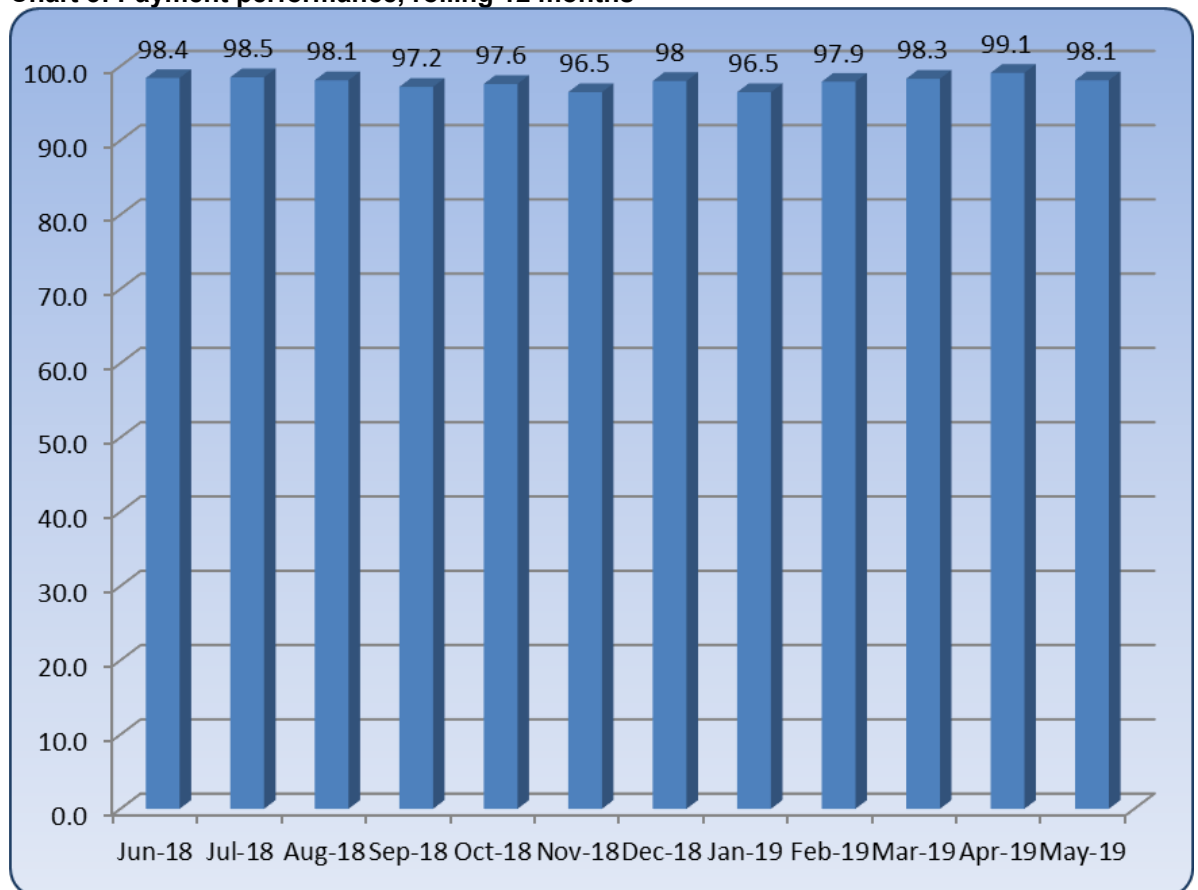
| Date | Amount | Rate | Maturity date |
|----------|--------|-------|---------------|
| 16/04/19 | £10m | 2.31% | 11/04/2069 |
| 16/04/19 | £10m | 2.28% | 11/04/2069 |
| 29/05/19 | £10m | 2.21% | 01/03/2064 |

- 6.3 PWLB and commercial borrowing for capital purposes was £655m at 31 May 2019, with associated annual interest payable of £28.0m.
- 6.4 New borrowing is applied to the funding of previous capital expenditure, effectively replacing cash balances which have been used on a temporary basis to avoid the cost of 'carrying' debt in the short term.

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 98% were paid on time in April and May. 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.

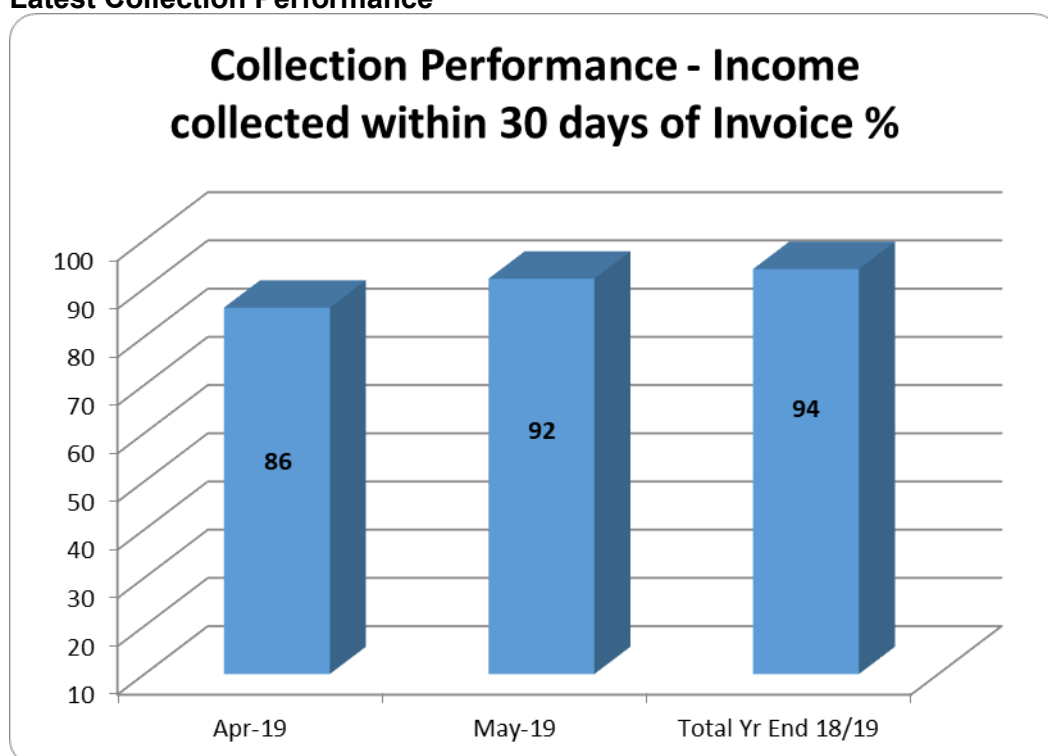
8 Debt recovery

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

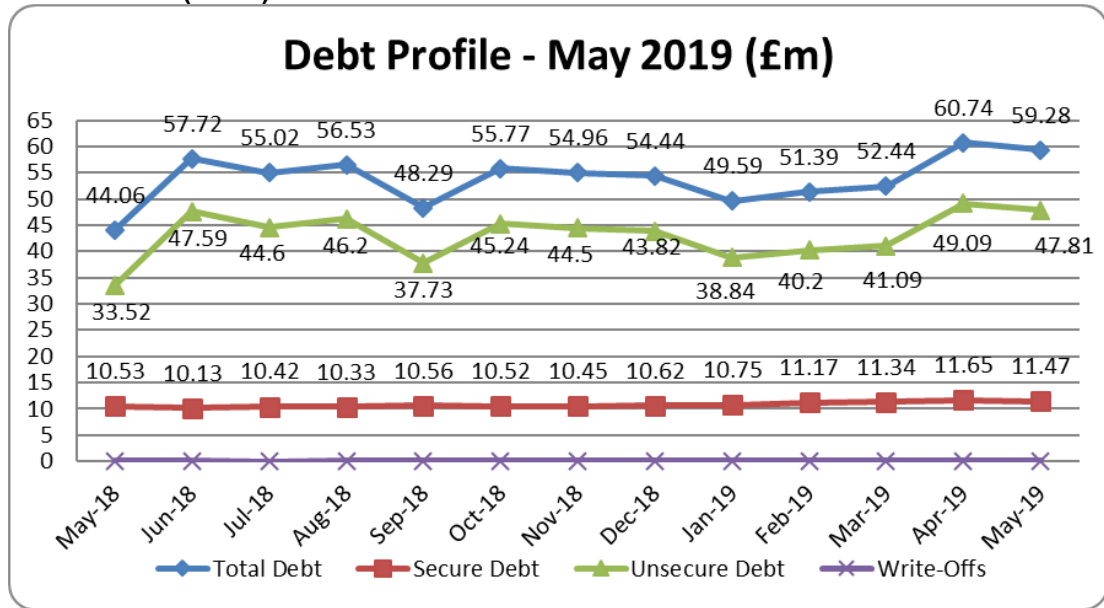
8.2 The proportion of invoiced income collected within 30 days for invoices raised in the previous month – measured by value – was 86% in April 2019 and 92% in May 2019.

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 £47.8m unsecure debt at the end of May, £11.0m is under 30 days. The largest area of unsecure debt relates to charges for social care, £36.2m, of which £17.9m 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 £11.47m at 31 May 2019. Within this total £3.82m 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 31 May 2019, 99 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 £36,925.35.
- 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 | 247.232 | 4.865 | 2.0% | 252.097 |
| Children's Services | 211.627 | 5.000 | 2.4% | 216.627 |
| Community and Environmental Services | 159.574 | 0 | 0.0% | 159.574 |
| Strategy and Governance | 8.476 | -0.057 | -0.7% | 8.419 |
| Finance and Commercial Services | 28.129 | 0 | 0.0% | 28.129 |
| Finance General | -245.745 | -3.700 | 1.5% | -249.445 |
| Forecast outturn this period | 409.293 | 6.108 | 1.5% | 415.401 |
| Total final P&R report 2018-19 | 388.799 | -0.087 | 0.0% | 388.712 |

Reconciliation between current and previously reported underspend

Table A1b: monthly reconciliation of over / (under) spends

| | £m |
|---|--------------|
| Forecast overspend brought forward | n/a |
| Movements April & May 2019 | |
| Adult Social Services | 4.865 |
| Children's Services | 5.000 |
| Community and Environmental Services | 0 |
| Strategy and Governance | -0.057 |
| Finance and Commercial Services | 0 |
| Finance General | -3.700 |
| Outturn over/(under) spend | 6.108 |

Corporate resources spend as a proportion of "front line" net expenditure

Table A1c: Corporate resources spend as a proportion of front line spend

| Service | Budget £m | Outturn £m |
|------------------------------|--------------|---------------|
| Total "front line" services | 618.433 | 628.298 |
| Total corporate resources | 36.605 | 36.409 |
| Corporate resources as %age | 5.9% | 5.8% |
| Corporate resources as ratio | 17:1 | 17:1 |

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 | | -0.128 | -0.128 |
| Commissioned Services | | -0.166 | -0.166 |
| Early Help & Prevention | 0.399 | | 0.399 |
| Services to Users (net) | 4.229 | | 4.229 |
| Management, Finance & HR | 0.531 | | 0.531 |
| Forecast over / (under) spend | 5.159 | -0.294 | 4.865 |
| | 4.865 | | |
| | | | |
| Children's Services | Over spend | Under spend | Changes |
| | £m | £m | £m |
| Social Work | 7.000 | | 7.000 |
| Schools capital funded by borrowing – subject to approval | | -2.000 | -2.000 |
| | 7.000 | -2.000 | 5.000 |
| | 5.000 | | |
| | | | |
| <i>Dedicated schools grant</i> | | | |
| Post 16 Further Education High Needs Provision | 0.900 | | 0.900 |
| Independent special school Places | 3.700 | | 3.700 |
| Alternative provision | 0.600 | | 0.600 |
| Short Stay School for Norfolk | 1.100 | | 0.200 |
| Personal Budgets | 0.200 | | 0.200 |
| Specialist Resource Bases | | -0.200 | -0.200 |
| Inter Authority Recoupment | 0.100 | | 0.100 |
| Schools block | 0.100 | | 0.100 |
| NCC contribution | | -2.000 | -2.000 |
| Increase in net deficit to be carried forward | | -4.500 | -4.500 |
| Forecast over / (under) spend | 6.700 | -6.700 | - |
| | | - | |

| Community and Environmental Services | Over spend | Under spend | Changes |
|---|-------------------|--------------------|----------------|
| | £m | £m | £m |
| Culture & Heritage | | -0.026 | -0.026 |
| Support & Development | | -0.054 | -0.054 |
| Economic Development | 0.010 | | 0.010 |
| Highways & Waste | | -0.361 | -0.361 |
| Community Information & Learning | | -0.052 | -0.052 |
| Public Health | | -0.037 | -0.037 |
| Transformation | 0.520 | | 0.520 |
| Forecast over / (under) spend | 0.530 | -0.530 | - |
| | | - | |

| Strategy, Finance and Finance General | Over spend | Under spend | Changes |
|--|-------------------|--------------------|----------------|
| | £m | £m | £m |
| Strategy and Governance | | | |
| Communications | | -0.055 | -0.055 |
| Democratic Services | | -0.002 | -0.002 |
| Forecast over / (under) spend | - | -0.057 | -0.057 |
| | | -0.057 | |
| Finance and Commercial Services | | | |
| Forecast over / (under) spend | | 0 | 0 |
| | | 0 | |
| Finance General (see below for narrative) | | | |
| Net impact of revised business rates projections | | -2.700 | -2.700 |
| Insurance fund | | -1.000 | -1.000 |
| Forecast over / (under) spend | | -3.700 | -3.700 |
| | | 3.700 | |

Revenue Annex 1 continued

Children's Services Commentary

Early review of existing commitments within NCC Funded Children's Services indicate the potential for 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.

To partially mitigate the identified pressures, Children's Services will look at the option to capitalise £2m of equipment spend and revenue contributions to capital expenditure by schools in line with the approach utilised in 2018-19. As a result, the projected overspend at period 2 for NCC Funded Children's Services is £5m.

These pressures have been long identified by the department and are all being tackled by a sustained programme of transformation. The primary reasons for a potential pressure being indicated at this early stage in the financial year 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 19-20 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 not yet impacted. In particular, the various initiatives aimed at reducing the number of children in care and changing the placement mix are profiled to impact in phases throughout 2019/20 and so a snapshot of costs at period 2 shows more children with higher costs than we anticipate having later in the year once transformation has impacted;

In relation to the financial costs for children in care, there are some positive trends which, if sustained, should reduce the pressure level over time. The number of children in care has reduced from a high of 1227 in January to 1192 at the end of May and in particular the department is seeing fewer children coming into care as a result of effective earlier intervention. Equally 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 a significant move away from high-cost independent fostering agencies and towards NCC's own high quality and cost effective in-house fostering team. A large proportion of cost is driven by residential placement numbers, these are 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 and towards our new semi-independent and enhanced fostering options.

Key points to note are:

- Forecast spend at P2 is in line with 2018/19 outturn and is stable during 2019/20. The pressure being reflected occurred between P8 and P12 of 2018/19 when we saw an increase of nearly £1m.
- Positive financial impact on the placements budgets is being achieved through increasing in-house fostering placements and reducing independent fostering with performance better than profiled. Pressure reflects year on year

increase in agency residential, net £2m and plans to reduce reliance on residential placements are in place and expected to impact later in the year.

- Further analysis of the agency residential commitments is required but expected to be due to the full year effect of changes in placements in 2018-19 following an increase in placements during the last quarter after the budget was set (potentially over £1m effect based upon average costs per placement).
- Growth due to demographic changes was anticipated for 2019-20 alongside the agreed budgetary savings. Close scrutiny will be needed to understand the actual impacts of both these areas against the planned impact as the year progresses and the impact of the transformation programme is seen.

Over and above the existing transformation programme, Children's Services Leadership Team have agreed an action plan of activity that is expected to bring a reduction in the identified pressures. Alongside this, work is ongoing to review and scrutinise the early data alongside colleagues from support services to ensure that projections take account of expectations and plans for the full year on a child by child basis.

This forecast and analysis of it is based upon an early snapshot of data in the financial year and involves assumptions. These all need further review in advance of the future forecasts. As the year progresses, the accuracy of predictions both in relation to growth and savings will become clearer, allowing 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. Early pressures are being seen within some other areas of the service, but there are plans in place to mitigate these, and they will be kept under close review as the year progresses.

Finance General over and underspends

Explanations for the Finance General 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.

Insurance fund (underspend £1.000m)

This forecast underspend is the result of a forecast over-provision in the light of recent insurance fund valuations.

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 | -2.097 | 2.097 |
| Other movements | 27.998 | -2.015 |
| | | |
| Capital programme budgets (total £643.535m) | 396.952 | 246.583 |

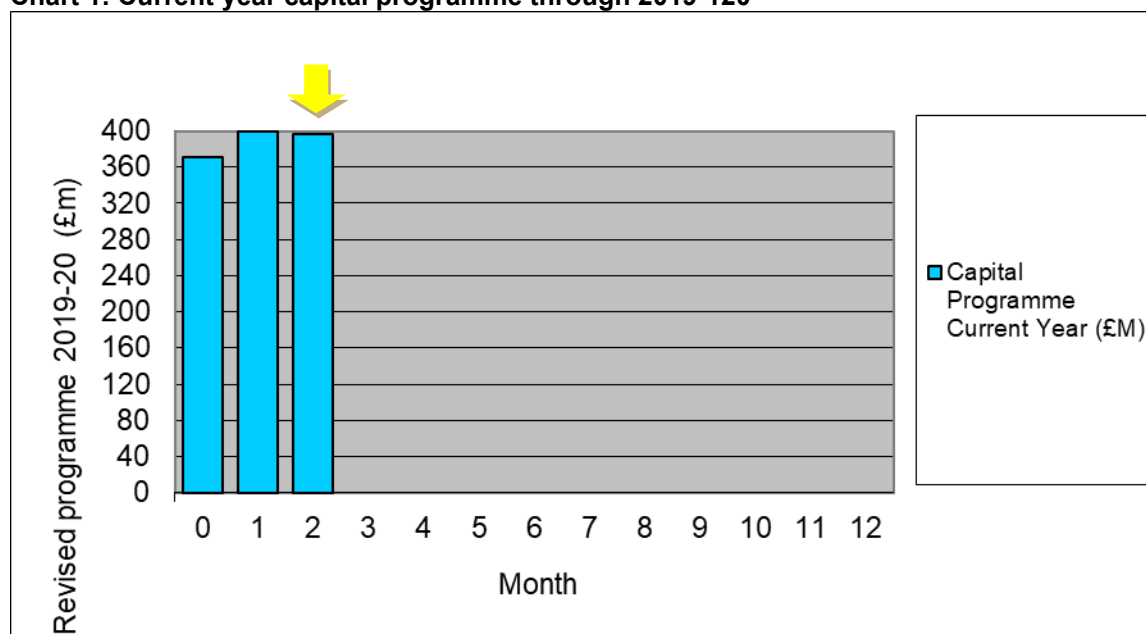
Note: this table and the tables below contain rounding differences

The "future years" column above includes new schemes approved as part of the 2019-22 capital strategy and programme.

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 | 154.474 | -2.097 | 0.156 | 152.533 |
| Adult Social Care | 18.388 | 18.388 | 0.000 | 0.000 | 18.388 |
| Community & Environmental Services | 119.188 | 119.188 | 0.000 | 27.815 | 147.003 |
| Finance & Comm Servs | 79.001 | 79.001 | 0.000 | 0.028 | 79.028 |
| Total | 371.051 | 371.051 | -2.097 | 27.998 | 396.952 |
| | | | | 25.901 | |

Note 1: this table may contain rounding differences

- 1.6 The revised programme for future years (2020-21 to 2021-22 and beyond) including £240.734m new and reprofiled schemes approved County Council 11 February 2019, is as follows:

Table 3: Capital programme 2020-22

| Service | Previously reported future programme | Reprofiling since previous report | Other Changes previous report | 2020+ Future Capital Budget |
|------------------------------------|---|--|--------------------------------------|------------------------------------|
| | £m | £m | £m | £m |
| Children's Services | 90.022 | 2.097 | 0.000 | 92.119 |
| Adult Social Care | 29.879 | 0.000 | 0.000 | 29.879 |
| Community & Environmental Services | 103.069 | 0.000 | -2.015 | 101.054 |
| Finance & Comm Servs | 23.531 | 0.000 | 0.000 | 23.531 |
| Total | 246.500 | 2.097 | -2.015 | 246.583 |
| | | | 0.082 | |

Note: this table may contain rounding differences

1.7 Local Full Fibre Network (LFFN)

- 1.8 Further to the Digital Innovation and Efficiency Committee Paper from 13th March 2019, having completed the required assurance gates, the Council is now looking to enter into a grant agreement with the Department for Digital, Culture, Media and Sport (DCMS) for £7,766,210 capital to deliver the Norfolk LFFN Project, providing fibre to the premise to approximately 370 public sector sites.
- 1.9 It is projected that the savings delivered by the fibre upgrades could realise an annual saving of £142,000 per annum. It is therefore proposed that Norfolk County Council will reinvest 50% of these savings in funding further fibre circuit upgrades within the County. This could amount over the next four years (duration of WAN contract) to a further £250,000 of County Council investment into advancing the outcomes of this project.
- 1.10 Cabinet is asked to approve, noting the commitment to reinvest 50% of revenue savings.

2 Children's Services – prudential borrowing

- 2.1 The latest revenue budget forecast assumes an amount of £2.0m funding is likely to be received from revenue sources for capital purposes within Children's Services. If the assumption remains, a proposal will be brought to a future meeting to replace the revenue funding with prudential borrowing, such that the funding can be re-allocated back to revenue, and can therefore be used as a one-off source to support the 2019-20 Children's Services revenue budget.

3 Financing the capital programme

- 3.1 Funding for the capital programme comes primarily from grants and contributions provided by central government and prudential borrowing. These are supplemented by capital receipts, developer contributions, and contributions from revenue budgets and reserves.

Table 4: Financing of the capital programme

| Funding stream | 2019-20 Programme | Future Years Forecast |
|----------------------------------|--------------------------|------------------------------|
| | £m | £m |
| Prudential Borrowing | 214.480 | 197.417 |
| Use of Capital Receipts | | |
| Revenue & Reserves | -0.380 | |
| <i>Grants and Contributions:</i> | | |
| DfE | 78.485 | 11.919 |
| DfT | 47.033 | 32.450 |
| DoH | 0.809 | |
| MHCLG | 0.333 | |
| DCMS | | |
| Developer Contributions | 29.287 | |
| Other Local Authorities | 6.468 | |
| Local Enterprise Partnership | 9.664 | |
| Community Infrastructure Levy | 3.005 | |
| National Lottery | 5.124 | 4.797 |
| Other | 2.645 | |
| Total capital programme | 396.952 | 246.583 |

Note: this table may contain rounding differences

- 3.2 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 rather than being applied to fund capital expenditure.
- 3.3 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).

4 Capital Receipts

4.1 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.

4.2 The capital programme, approved in February 2019, gives the best estimate at that time of the value of properties available for disposal.

Table 6a: Capital programme property disposal original estimates £m

| Property sales | 2019-20 | 2020-21 | 2021-22 |
|--|----------------|----------------|----------------|
| | £m | £m | £m |
| Required to support revenue budget | 2.000 | 7.000 | 12.000 |
| ... cumulative | 2.000 | 9.000 | 21.000 |
| Best outcome: | | | |
| High likelihood | 2.354 | 0.085 | |
| Medium likelihood | 2.960 | 4.595 | 0.130 |
| Low likelihood (more likely to move to future years) | 3.415 | 1.000 | |
| Major development sites | 9.100 | | |
| Total | 17.829 | 5.680 | 0.130 |
| Analyse by farms/non-farms property | | | |
| Farms | 11.457 | 5.680 | 0.125 |
| Non-farms | 6.372 | | 0.005 |
| | 17.829 | 5.680 | 0.130 |
| | | | |
| Cumulative | 17.829 | 23.509 | 23.639 |
| | | | |

4.3 The revised schedule for current year disposals is as follows:

Table 6b: Disposals expected within year £m

| Actual and anticipated property sales 2019-20 | Potential receipt £m |
|--|-----------------------------|
| Receipts secured (inc sales subject to contract) | 0.539 |
| High | 1.555 |
| Other possible sales 2019-20 | 2.094 |
| Medium chance of sale | 1.840 |
| Low chance of sale | 1.034 |
| Major development sites | 3.100 |
| Maximum receipts potential | 8.068 |

In addition to the receipts from the disposal of property shown above, capital receipts will result from the repayment of loan capital.

Capital Annex 1 – Changes to capital programme since last Cabinet finance monitoring report

| Changes to capital programme since previous capital monitoring report | | | 19-20 | 19-20 | 20-21+ | 20-21+ | |
|---|---------------------|------------------------|---------------|---------------|---------------|--------------|---|
| Service | Project | Funding Type | Change (£m) | REPROFILE | Change (£m) | REPROFILE | Reason |
| Children's Services | | | | | | | |
| | Various | S106 Interest payments | 0.156 | | | | Interest received on S106 income for 18/19 |
| | Basic need pot | External Grant | - 0.001 | - 2.515 | | 2.515 | Reprofiling basic need pot for allocation to projects |
| | Hethersett Academy | External | | 0.418 | | - 0.418 | Reprofiled based on CAR |
| Total Children's services | | | 0.156 | -2.097 | 0.000 | 2.097 | |
| CES | | | | | | | |
| Libraries | Salham Road, Watton | S106 | 0.005 | | | | S106 funding for Salham Road, Watton |
| Highways | Various | External | 27.810 | | -2.015 | | Initial budget setting for Highways projects 19/20 |
| Total CES | | | 27.815 | 0.000 | -2.015 | 0.000 | |
| Finance and Commercial Services | | | | | | | |
| County Farms | | | 0.028 | | | | Top up unallocated pot |
| Total Finance | | | 0.028 | 0.000 | 0.000 | 0.000 | |
| Total | | | 27.998 | -2.097 | -2.015 | 2.097 | |

Report to Cabinet

Item No. 11

| | |
|------------------------------------|--|
| Report title: | SACRE and Norfolk Agreed RE Syllabus |
| Date of meeting: | 15 July 2019 |
| Responsible Cabinet Member: | Cllr John Fisher (Cabinet Member for Children's Services) |
| Responsible Director: | Sara Tough (Executive Director of Children's Services) |
| Is this a key decision? | Yes |

Executive Summary/Introduction from Cabinet Member

Agreed Syllabus

There is a statutory process to review and agree the syllabus for Religious Education in Norfolk. Every 5 years the Standing Advisory Council for Religious Education (SACRE) in Norfolk establishes an Agreed Syllabus Conference to review the curriculum and recommend the new or adapted syllabus to SACRE.

Once agreed by SACRE, Norfolk County Council adopts this syllabus for all schools in Norfolk. The approved syllabus for Religious Education then becomes part of the statutory curriculum for schools delivering the National Curriculum and for the vast majority of academies and free schools as part of their Funding Agreement with the Department for Education.

The Agreed Syllabus Conference has concluded its work and SACRE have agreed the new Norfolk Religious Education Syllabus. Cabinet is asked to adopt this for Norfolk.

Request to update constitution of SACRE, allowing Humanist Society Representative to be appointed to Committee A of SACRE

In Minutes of SACRE meeting of 23 January 2018 it was proposed that the Constitution of Norfolk SACRE be changed to facilitate the Humanist Society representative to move from being a co-opted member, to a member of Committee A. SACRE unanimously supported this proposal. The members debated the need to change the constitution as it stated that Committee A should consist of religions. It was suggested that this should be changed to reflect the words 'and beliefs'. It was agreed that the inclusion of a humanist representative would be a strong move, based on 2001 census information and the belief landscape of Norfolk.

Recommendations:

1. To adopt the new draft RE Syllabus for Norfolk in line with the recommendation by SACRE.
2. To agree the amended constitution, which includes a representative of the Humanist Society as part of Committee A.

Actions required

To continue to support SACRE with the implementation and monitoring of the agreed syllabus through member representation and resources provided by Schools Forum.

1. Background and Purpose

1.1 Role of SACRE and Process for Norfolk Agreed Syllabus

Under section 390 [1] of the 1996 Education Act, the local authority has a statutory duty to constitute a standing advisory council on religious education.

1.2 Section 391 [1] requires SACREs to advise the local authority on matters connected with:

(i) religious worship in community schools or in foundation schools which do not have a religious character, and

(ii) religious education given in accordance with an agreed syllabus.

1.3 The syllabus is the responsibility of Norfolk's Standing Advisory Council for Religious Education (SACRE) and is carried out by the Agreed Syllabus Conference (ASC), both of which are statutory bodies.

1.4 SACRE and ASC are made up of four Committees representing the Christian denominations and other faith communities in Norfolk (Committee A), the Church of England (Committee B), the teaching profession (Committee C) and Norfolk County Council (Committee D). Co-options are used to ensure that groups not formally represented in the Committees have a voice on SACRE. Each committee has one vote in relation to statutory matters such as the Agreed Syllabus.

1.5 Norfolk has an established, well-functioning SACRE supported by Senior Officers and the Clerking Service. Norfolk Schools Forum makes a small amount of funding available each year to support the work of SACRE.

1.6 In July 2017 the Chair of Children's Services Committee responded to a request of SACRE and requested that an Agreed Syllabus Conference to be established to review the Norfolk Religious Education Syllabus.

1.7 The process was led by SACRE and supported by NCC Officers as needed. The Chair of SACRE has informed Norfolk County Council that the process has concluded.

1.8 Change of SACRE Constitution

SACRE has had a co-opted member from the Humanist Society for a period of time and is seeking a change to the constitution to formalise this membership.

1.9 Definitions of Humanism

"Humanism is a progressive philosophy of life that, without theism or other supernatural beliefs, affirms our ability and responsibility to lead ethical lives of personal fulfilment that aspire to the greater good." American Humanist Association

1.10 "Humanism is a democratic and ethical life stance that affirms that human beings have the right and responsibility to give meaning and shape to their own lives. Humanism stands for the building of a more humane society through an ethics based on human and other natural values in a spirit of reason and free inquiry through human capabilities. Humanism is not theistic, and it does not accept supernatural views of reality." The Minimum Statement on Humanism, Humanists International.

2. Proposal

2.1 Agreed RE Syllabus for Norfolk

In the Minutes of SACRE meeting dated Tuesday 26th September 2017 the Chair advised that he had received a letter from Cllr Penny Carpenter, Children Services Committee, asking Norfolk Standing Advisory Council on Religious Education to constitute an Agreed Syllabus Conference (ASC) to consider the Locally Agreed Syllabus.

2.2 The ASC was convened on 23rd January 2018 and subsequently met 5 times. The ASC working party met on 4 occasions.

2.3 Rather than looking to external expertise, SACRE took the decision to build on the existing practice within Norfolk schools and draw upon the Norfolk RE community in the writing of the syllabus. SACRE funding was used to gather these professionals together on 10th July 2018, and fund up to two days of work by each of them. Nationally recognised experts were used in both the establishing of the key curriculum principles and the Quality Assurance process of the Agreed Syllabus.

2.4 All faith groups represented on SACRE were included in the drafting process.

2.5 On Thursday 25th April 2019, SACRE unanimously voted to commend the proposed Agreed Syllabus to County Council. SACRE is satisfied that all legal requirements are met, and that the new Agreed Syllabus will provide an outstanding platform for the delivery of religious education in Norfolk schools.

2.6 The full syllabus for Religious Education agreed by SACRE can be found in Appendix A.

2.7 Change to the Constitution of SACRE

In Minutes of SACRE meeting of 23 January 2018 it was proposed that the Constitution of Norfolk SACRE be changed to facilitate the Humanist Society representative to move from being a co-opted member, to a member of Committee A. SACRE unanimously supported this proposal. The members debated the need to change the constitution as it stated that Committee A should consist of religions. It was suggested that this should be changed to reflect the words 'and beliefs'. It was agreed that the inclusion of a humanist representative would be a strong move, based on 2001 census information and the belief landscape of Norfolk.

2.8 The proposed amended constitution can be found in Appendix B.

3. Impact of the Proposal

3.1 Norfolk Schools and Academies will have an up to date syllabus for Religious Education. The changes to the Education Inspection Framework encourage schools to review their curriculum.

3.2 Norfolk SACRE will be compliant with statutory expectations.

4. Evidence and Reasons for Decision

4.1 It is a statutory expectation to review the RE syllabus every 5 years.

4.2 The Agreed Syllabus Conference has followed a rigorous process and sought national professional advice as part of their work.

4.3 SACRE has followed legal and national guidance.

5. Alternative Options

5.1. There is no alternative to statutory expectations for proposal 1. The proposed changes to the constitution could be rejected, to maintain a status quo

6. Financial Implications

6.1. There are no financial implications for Norfolk County Council's budget, as SACRE is supported with a small amount of funding agreed by Schools Forum.

7. Resource Implications

7.1. Some Officer time is needed to support the implementation of the Agreed Syllabus. This can be accommodated within current roles. SACRE is able to commission small amounts of additional support from their allocated budget.

8. Other Implications

8.1. Equality Impact Assessment (EqIA) (this must be included)

The Equality Act and other legal guidance has been considered as part of review of the RE Curriculum. The process is explicitly designed to ensure compliance with the equality act, as a consensus is achieved between different representatives of religious groups and world views on how the curriculum is to be structured. Please see Risk Section regarding legal challenges.

8.2. Any other implications

None

9. Risk Implications/Assessment

9.1. The robust process undertaken minimises any risk that representatives with particular views on religion, faith, world view or none seek to mount a legal challenge regarding the proposed syllabus.

The inclusion of a member of the Humanist Society has been agreed by the SACRE representatives of different faiths and religions. This minimises the risk of a legal challenge to this proposal.

In Local Authorities, where the inclusion of a humanist representative has been rejected by SACRE or the relevant Authority, legal challenges have been made.

The proposed change minimises this risk.

10. Select Committee comments

10.1. This has not been to a Select Committee

11. Recommendation

11.1 To adopt the new draft RE Syllabus for Norfolk in line with the recommendation by SACRE.

11.2 To agree the amended constitution, which includes a representative of the Humanist Society as part of Committee A.

12. Background Papers

12.1. Annex A - Norfolk RE Agreed Syllabus draft
Annex B - Norfolk SACRE proposed amended constitution

Officer Contact

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

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

ANNEX A Syllabus for Religious Education

Norfolk Agreed Syllabus

2019

A Religious Education for the Future
Understanding religion and worldviews for life in a changing world

DRAFT

Foreword by the Chair of SACRE and the Agreed Syllabus Conference

I am delighted to be able to introduce the new Norfolk Agreed Syllabus for Religious Education, which becomes statutory for all maintained schools in Norfolk from September 2019.

This new syllabus brings fresh and innovative thinking to the study of religious education (RE) in Norfolk schools. It is rooted in a vision for the subject which acknowledges the importance of religious and non-religious worldviews in all human life. As The Revd Dr John Hall maintains in his Foreword to the Commission on RE Report (2018):

RE is an essential area of study if pupils are to be well prepared for life in a world where controversy over such matters is pervasive and where people lack the knowledge to make their own informed decisions. It is a subject for all pupils, whatever their own family background and personal beliefs and practices.

This syllabus captures this vision and develops a curriculum with religious literacy at its heart. It is a syllabus which promotes academic study of religion and worldviews, and thus supports pupils' understanding of the world in which they live. This new approach is rooted in the work of Dr Kathryn Wright (Independent RE Consultant) who has worked with a number of other advisers including Mrs Jane Chipperton, Mrs Kate Christopher, Mrs Gillian Georgiou, Dr Richard Kueh and Mrs Olivia Seymour.

This Agreed Syllabus is a significant departure from that of 2005 and 2012. It establishes RE as a multi-disciplinary subject for the first time.

I would like to pay tribute to the hard work of all those involved and commend this syllabus to you.

Simon Oldfield
Chair of SACRE and the Agreed Syllabus Conference

Date TBC

Introduction

The Norfolk Agreed Syllabus 2019 charts a new way forward for RE, placing the subject within strong academic disciplinary traditions. This syllabus builds on the enquiry-based pedagogy advocated in 2012 but aims to raise expectations of both teachers and pupils in terms of the scholarly study of religion and worldviews. This syllabus is part of an ongoing discourse within the RE community¹ and provides a framework for continued discussion as teachers build their curriculum around this new approach.²

A school's RE curriculum should be set within the broader intent of the whole school curriculum. This syllabus is designed to support school leaders by clearly stating the intent, appropriate implementation and potential impact of RE on the lives of children and young people so that they can flourish in a changing world.

The Purpose of RE

Purpose of Study statement

High-quality RE will support pupils' **religious literacy**. In the context of this syllabus, being religiously literate means that pupils will have the ability to hold balanced and well-informed conversations about religion and worldviews.³ Pupils will be able to make sense of religion and worldviews around them and begin to understand the complex world in which they live. RE is primarily about enabling pupils to become free thinking, critical participants of public discourse, who can make academically informed judgements about important matters of religion and belief which shape the global landscape.⁴

Aims

- To know about and understand a range of religious and non-religious worldviews by learning to see these through theological, philosophical and human/social science lenses.

¹ For example, Kueh, R., 2018. Religious Education and the 'Knowledge-Problem'. In: Castelli, M., and Chater, M., eds., *We Need to Talk about Religious Education*. London: Jessica Kingsley. pp.53–70, also see Myatt, M., 2018. *The Curriculum: Gallimaufry to coherence*. Woodbridge: John Catt Educational and The Commission on RE Report 2018, www.commissiononre.org.uk

² This syllabus is rooted in the thinking of Dr Kathryn Wright and her conversations with other RE advisers including Gillian Georgiou, Olivia Seymour and Richard Kueh. The intellectual property of this multi-disciplinary approach sits with these advisers and not with Norfolk County Council.

³ Chipperton, J., Georgiou, G., Seymour, O., and Wright, K., 2016. Revision Rethinking RE: A conversation about religious and theological literacy. (2016). Reonline.org.uk REMatters Blog. [Blog] Available at: <http://www.reonline.org.uk/news/revision-rethinking-re-a-conversation-about-religious-and-theological-literacy/>

⁴ <https://www.youtube.com/watch?v=6NTW2bsFTLY>

- To express ideas and insights about the nature, significance and impact of religious and non-religious worldviews through a multi-disciplinary approach.
- To gain and deploy skills rooted in theology, philosophy and the human/social sciences engaging critically with religious and non-religious worldviews.⁵

Pupils' progress is assessed in relation to the purpose and aims of the subject. Therefore, this primarily concerns **how well pupils are able to hold balanced and well-informed conversations about religion and worldviews**. In other words, **are pupils becoming more religiously literate?** Attainment and progress are therefore linked to the multi-disciplinary approach to RE advocated throughout this syllabus.

This syllabus acknowledges recommendations for curriculum design in the Commission on RE Report (2018). Whilst the suggested National Entitlement contained in the report⁶ is not a foundational principle for the syllabus outlined here, there is synergy between what is proposed and the focus on *'the different ways in which religion and worldviews can be understood, interpreted and studied, including through a wide range of academic disciplines and through direct encounter and discussion with individuals and communities who hold these worldviews.'*⁷

⁵ These aims are based on those found in The Non-Statutory National Framework for RE (2013)

⁶ Commission on RE Report pp.12–13

⁷ Commission on RE Report p.13

Statutory Requirements for the Provision of RE

The primary legislation passed with regard to RE between 1944 and 1993 was consolidated by The Education Act (1996) and the School Standards and Framework Act (1998). Circular 1/94 and the subsequent revision of this guidance in 2010 (Religious Education in English Schools: Non-Statutory Guidance 2010) offered an interpretation of the legislation.

The legal requirements are:

1. RE must be provided for all registered pupils in full time education except those withdrawn at their parents' request.
[S352 (1) (a)]

- The law relating to RE for pupils who are not yet in Key Stage One is different from that relating to subjects of the National Curriculum. As RE must be taught to 'all registered pupils at the school', it includes pupils in reception classes, but not those in nursery classes or play groups.
- By the same law, RE must be provided for all students in school sixth forms (but not those in Sixth Form Colleges, which must provide RE for all students wishing to receive it).
- Special schools must comply with this requirement by ensuring that every pupil receives RE as far as is practicable.⁸

2. RE must be taught in accordance with an Agreed Syllabus in Community schools, Foundation schools and Voluntary Controlled schools. However, in Foundation and Voluntary Controlled Schools with a religious foundation, parents may request RE in accordance with the school's trust deed, or in accordance with the beliefs or denomination specified in the designation of the school.⁹

In Voluntary Aided schools with a religious character, RE is taught in accordance with the Trust Deed, or with the beliefs or denomination specified in the designation of the school, to reflect the religious character of the foundation. A governing body may accept a recommendation from their Diocese to adopt the Locally Agreed Syllabus.

City Technology Colleges, Academies and Free Schools are independent schools; however, as a condition of grant funding, they are required to make provision for RE.

⁸ See Appendix 3

⁹ 1996 Act, Ch 56, S376 (1); 1998 Act, Ch 31 S351 (1); The Designation of Schools Having a Religious Character (England) Order 1999

For **denominational Academies** with a religious character (Church of England or Roman Catholic, but also Muslim and most Jewish academies), the RE curriculum will be in line with the denominational syllabus.

For **non-denominational (such as Christian) faith Academies**, the curriculum may be in accordance with the Agreed Syllabus or a denominational syllabus, depending on the wishes of the sponsor and what is agreed by Government Ministers.

For **City Technology Colleges, Academies and Free Schools without a religious character**, it is good practice and government recommendation for these schools to use the principles of the Locally Agreed Syllabus for their RE.¹⁰

3. A Locally Agreed Syllabus must reflect the fact 'that the religious traditions in Great Britain are in the main Christian, while taking account of the teaching and practices of the other principal religions represented in Great Britain'. [1996 Act, Ch 56 S375 (3).]

4. In schools where an Agreed Syllabus applies, RE must be non-denominational, but teaching about denominational differences is permitted. [Education Act 1944 S26 (2)]

5. The Head Teacher, along with the governing body and the Local Authority, is responsible for the provision of RE in Foundation and Community Maintained schools and in Voluntary Controlled schools. (See Para. 2 above).

Reporting on pupils' progress and attainment

Schools are required to provide an annual report for parents on the attainment and progress of each child in RE.

¹⁰ "The Funding Agreement requires that Academies that do not have a religious designation must arrange for Religious Education to be given to all pupils in accordance with the requirements for agreed syllabuses. In other words, a curriculum which reflects that the religious traditions in Great Britain are, in the main Christian, while taking account of the teaching and practices of the other principal religions represented in Great Britain". DFE response to NATRE request for guidance 8 February 2011.

Withdrawal from RE¹¹

A parent of a pupil may request:

- that their child be wholly or partly excused from receiving RE given in accordance with the Agreed Syllabus.
- that a pupil who is wholly or partly excused from receiving RE provided by the school may receive RE of the kind desired by the parent elsewhere, provided that it will not interfere with the attendance of the pupil on any day except at the beginning or end of a school session.
- that a pupil who is wholly or partly excused from receiving RE provided by the school may receive RE of the kind desired by the parent on the school premises provided that it does not entail any expenditure by the responsible authority.

A teacher may not be:

- required to teach RE (although this may not be the case in a school with a religious foundation).
- discriminated against for their religious opinions or practices.

RE as part of the basic curriculum

RE supports the aims of the school curriculum¹² which is to be balanced and broadly based. This curriculum must:

- Promote the spiritual, moral, cultural, mental and physical development of pupils at the school and of society.
- Prepare pupils at the school for the opportunities, responsibilities and experiences of later life.

The purpose of RE is to develop religious literacy. The essential outcomes for RE are therefore related to the knowledge and understanding of religion and worldviews. There are many other desirable outcomes for RE. For example, the subject may also contribute significantly to the following broader educational aims but is distinct from and not reducible to these:

- Spiritual, moral, social and cultural development
- Personal, social, health and citizenship education

¹¹ Schools should have procedures in place to facilitate such withdrawals when required.

¹² National Curriculum in England: Framework for key stages 1–4 reflecting Section 351 of the Education Act 1996.

- Reading and writing
- Vocabulary development
- Spoken language
- Numeracy and mathematics
- British Values¹³
- The Prevent Duty¹⁴

In Norfolk, all Community and Voluntary Controlled schools will meet the legal requirements for RE where they implement the Norfolk Agreed Syllabus 2019. These schools are not at liberty to plan and teach RE from any other basis. This becomes statutory for these schools with effect from September 2019.

Independent schools in Norfolk, such as academies, are invited to use this syllabus.

¹³ Promoting fundamental British values as part of SMSC in schools. November 2014. Department for Education.

¹⁴ Revised Prevent Duty Guidance for England and Wales: Guidance for specified authorities in England and Wales on the duty in the Counter-Terrorism, and Security Act 2015 to have due regard to the need to prevent people from being drawn into terrorism. 12 March 2015. Published by HM Government.

The Rationale for the Norfolk Agreed Syllabus

RE as multi-disciplinary

RE is about developing religious literacy, therefore this syllabus promotes an understanding of religion and worldviews which best fulfils this purpose. This is one rooted in a multi-disciplinary understanding of the subject. This provides a balanced diet ensuring that pupils are seeing religion and worldviews through different lenses, and places RE within a strong, and well-established academic tradition.

What do we mean by a discipline?

A discipline is widely understood to have:

- An intellectual history/tradition which is manifested institutionally through higher education
- A body of knowledge founded on core concepts and theories
- A particular object of research/investigation, although this might be shared across disciplines
- Specific terminology and language to define and explain concepts
- Research methods and modes of enquiry according to its specific requirements
- A specific stance towards the nature of reality (i.e. views the world through a particular lens)
- Particular grounds upon which valid truth claims are made/ways of validating knowledge (epistemology)
- A group of intellectual followers (academics) who conduct new research in that discipline and bring changes to it over time

What do we mean by multi-disciplinary?

RE as an academic school curriculum subject is not itself a single discipline; instead it is rooted in a range of different disciplines or disciplinary fields. We need to understand which disciplines it draws on in order to understand the object of investigation and the research methods to employ in RE. This ensures that content chosen for RE is appropriate and well-established within academic traditions and ensures that pupils use and develop a range of subject-specific skills.

How do we understand RE as a multi-disciplinary subject?

In this syllabus we assert that RE is rooted in three key disciplines or disciplinary fields. These are theology, philosophy and the human/social sciences. In this syllabus they are re-contextualised for the school context in the following ways:

Theology: We have called this **thinking through believing**. It is about asking questions that believers would ask. It requires pupils to think like theologians, or to look at concepts through a theological lens. Pupils will explore questions and answers that arise from inside religions and worldviews.

Philosophy: We have called this **thinking through thinking**. It is about asking questions that thinkers would ask. It requires pupils to think like philosophers, or to look at concepts through a philosophical lens. Pupils will explore questions and answers raised through considering the nature of knowledge, existence and morality.

Human/Social Sciences: We have called this **thinking through living**. It is about asking questions that people who study lived reality or phenomena would ask. It requires pupils to think like human and social scientists, or to look at concepts through a human/social science lens. Pupils will explore questions and answers raised in relation to the impact of religions and worldviews on people and their lives.

We have defined these three academic disciplines or disciplinary fields to make them appropriate for the school setting.

Theology
Philosophy
Human/Social
Sciences
i.e Disciplinary
Knowledge



Everyday Life
Context of the school,
teacher and pupil



RE as a school
subject i.e. that
which is taught and
learned in lessons
The RE Curriculum

Subjects are re-contextualised from disciplines which are a society's primary source of new knowledge. The link between subjects and disciplines provides the best guarantee we have that the knowledge acquired by students at school does not rely solely on the authority of the individual teacher, but on the teacher as a member of a specialist subject community.

Michael Young: Overcoming the crisis in curriculum theory: a knowledge-based approach. *Journal of Curriculum Studies*, 45:2, pp.101–118

What do we mean by the disciplines of theology, philosophy and the human/social sciences?¹⁵

The following three tables set out in more detail how each of these disciplines can be understood. They show the academic foundations of each discipline, their distinct ways of understanding the world, the methods they use and the body of knowledge which teachers can draw upon. They also show what the object of investigation for each discipline looks like in a school context and provide prompts for teachers and pupils to engage with the intellectual communities relating to each discipline.

| Discipline | Lens through which the world is viewed | Research methods and ways of validating knowledge | Body of knowledge | Object of investigation within a school context | Intellectual community with which teachers and pupils can engage |
|---|--|---|---|---|---|
| Theology We are using the phrase: Thinking through believing | Looking through the theological lens is primarily about exploring the world ontologically i.e it is about existence, being and how these relate to notions of transcendental reality | For example: Interpretation Authority Authenticity Reliability Internal consistency and coherency of texts Exegesis: critical explanation or interpretation of text Hermeneutics: interpretation of text | This includes: Textual theology: theological content of a particular genre Historical theology: developments of doctrine and controversies Systematic theology: organisation of concepts and themes in a religion Philosophical theology: nature of reality, the possibility of knowing God Comparative Theology: study of different beliefs Pastoral or Practical Theology: critical reflections on actions in light of beliefs Mystical Theology: reflections on the lived experience of God | Theology enables pupils to grapple with questions that have been raised by religions and worldviews over the centuries. It looks at where beliefs come from, how they have changed over time, how they are applied differently in different contexts and how they relate to each other. It involves investigating key texts and traditions within different religions and worldviews. It explores the ways in which they have been used as authoritative for believers and the ways in which they have been challenged, interpreted and disregarded over time. It assesses the key beliefs of religions and worldviews as well as exploring the significance of experience on the claims made by religious and non-religious people. | For example: Theology and Divinity Departments Departments specialising, for example, in Islamic, Jewish, Hindu studies Theos Think Tank TRS-UK |

¹⁵ A glossary is provided in the appendices to explain some of the key terms in this section.

| Discipline | Lens through which the world is viewed | Research methods and ways of validating knowledge | Body of knowledge | Object of investigation within a school context | Intellectual community with which teachers and pupils can engage |
|--|---|--|--|--|--|
| <p>Philosophy</p> <p>We are using the phrase: Thinking through thinking.</p> | <p>Looking through the philosophical lens is primarily about exploring the world epistemologically, logically and ethically i.e it is about the nature of knowledge and morality.</p> | <p>For example: Logic Reason Use of evidence and sources Insight (e.g. in some Eastern philosophies)</p> | <p>This includes: Philosophy of Religion: Beliefs about God, nature of good and evil, religious experience, ethical implications of belief Metaphysics: dealing with abstract concepts such as being, knowing, identity, time, space, truth, reality. Ethical theory and practice relating to this theory.</p> | <p>Philosophy enables pupils to grapple with questions that have been raised and answers about knowledge, existence and morality.</p> <p>It is about finding out how and whether things make sense. It deals with questions of morality and ethics. It takes seriously questions about reality, knowledge and existence. The process of reasoning lies at the heart of philosophy. Philosophy is less about coming up with answers to difficult questions and more about the process of how we try to answer them. Studying the works of great philosophers is part of developing an understanding of philosophy. It uses dialogue, discussion and debate to refine the way in which we think about the world and our place in it. Philosophy contains three fields of enquiry which are applicable to a balanced framework for RE. These are metaphysics, logic and moral philosophy.</p> | <p>For example:</p> <p>Philosophy Departments in Universities</p> <p>The Philosophy Foundation</p> <p>The Royal Institute of Philosophy</p> <p>British Philosophical Association</p> |

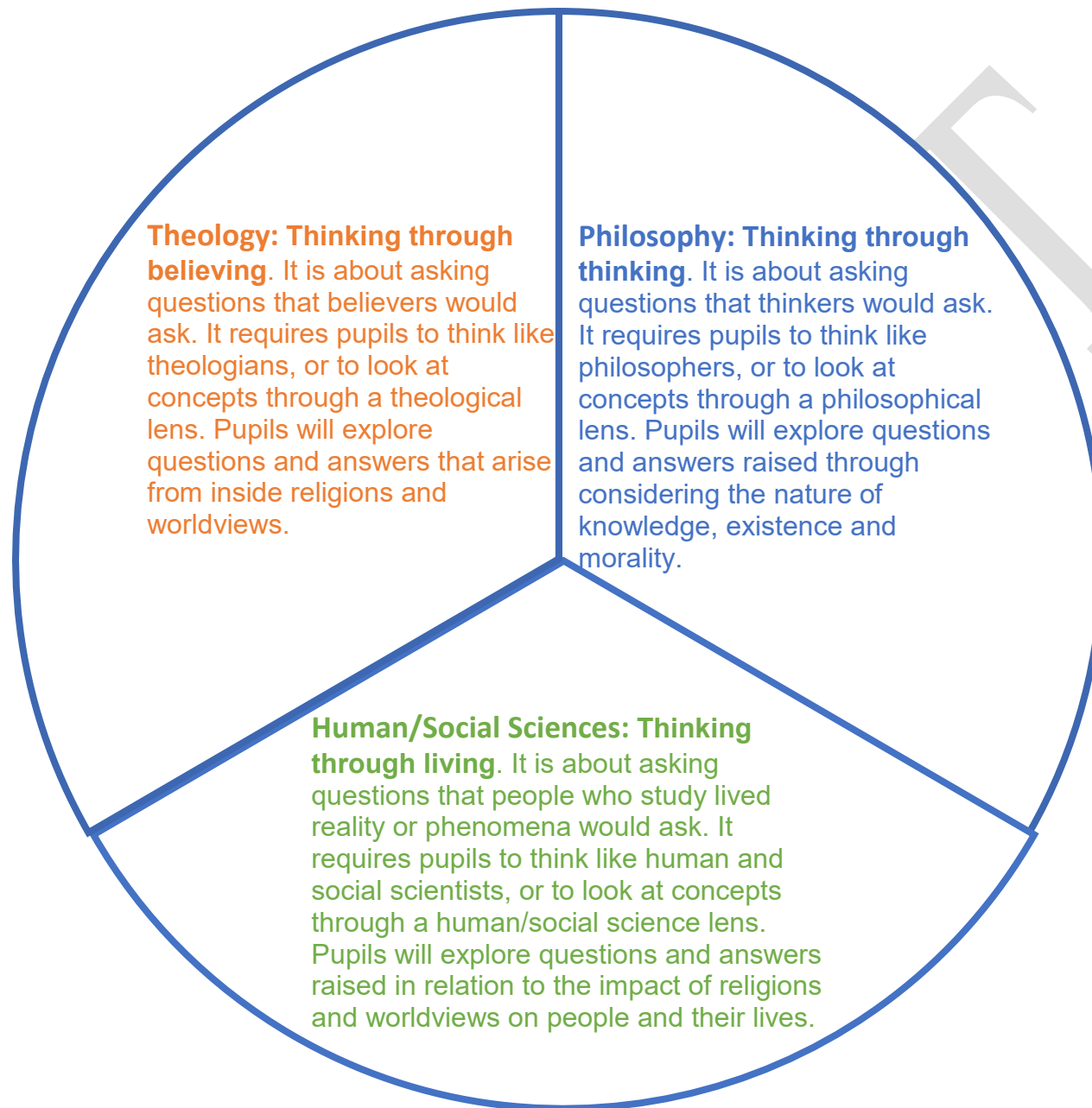
| Discipline | Lens through which the world is viewed | Research methods and ways of validating knowledge | Body of knowledge | Object of investigation within a school context | Intellectual community with which teachers and pupils can engage |
|---|---|--|--|---|--|
| <p>Human and Social Sciences</p> <p>We are using the phrase: Thinking through living.</p> | <p>Looking through this lens is about exploring the wider human questions raised by and about religion and worldviews, such as about belonging, exclusion, community, identity, plurality and power. It is about lived experience now and through history. The term often used for this is phenomenology, the study of phenomena.</p> | <p>Quantative and Qualitative research such as:</p> <ul style="list-style-type: none"> Ethnography Use of empirical data Linguistics Observation Classification Interviews Survey and questionnaire Case studies Listening to the voices of others/focus groups | <p>This includes:</p> <p>A collection of different disciplines, each with its own intellectual history, body of knowledge and so on. Here we are concerned with the body of knowledge related to religion, belief and worldviews contained within:</p> <ul style="list-style-type: none"> History Geography Sociology Political Science Anthropology Psychology Law | <p>The human/social sciences enable pupils to grapple with questions about the lived and diverse reality of religion and worldviews in the world.</p> <p>It explores the diverse ways in which people practise their beliefs. It engages with the impact of beliefs on individuals, communities and societies. Pupils will investigate the ways in which religions and worldviews have shaped and continue to shape societies around the world. This approach can promote better understanding of the ways in which religion and worldviews influence people's understanding of power, gender, compassion, and so on. It also enables pupils to consider the nature of religion itself and the diverse ways in which people understand the term 'religion'.</p> | <p>For example:</p> <ul style="list-style-type: none"> Faith and Civil Societies Unit: Goldsmiths, University of London The Cambridge Inter-Faith Programme, University of Cambridge The Woolf Institute, University of Cambridge Warwick Religions and Education Research Unit, University of Warwick |

How do we create an RE curriculum based on this multi-disciplinary approach?

In order that pupils can become religiously literate, it is asserted that an approach in RE that **balances these disciplines** is adopted. This will effectively prepare pupils for their studies in Key Stage 4 and beyond. In addition, this approach helps pupils to become well-informed and hold balanced views because they will have had the opportunity to gain a real breadth and depth of understanding and use a range of different methods to validate knowledge across the disciplines.

The Agreed Syllabus ensures that pupils have a balanced approach rooted in these disciplines by:

- Providing **suggested core questions** for each Key Stage relating to each of the three disciplinary lenses, in order to ensure there is a balance between the three disciplines in each phase of learning (i.e. Key Stage 1, Lower Key Stage 2, Upper Key Stage 2, Key Stage 3)
- **Providing a core body of knowledge to be investigated** which is rooted in each academic discipline, but contextualised for the school setting



Effective RE will balance these three disciplinary lenses in order for pupils to become more religiously literate.

Which religions and worldviews do we need to study in each Key Stage¹⁶?

| Key Stage | EYFS | Key Stage 1 | Key Stage 2 | Key Stage 3 (Pre- GCSE) | Key Stage 4 | Key Stage 5 |
|--------------------------|---|---|--|--|--|---|
| Religions and worldviews | <ol style="list-style-type: none"> Christianity At least one other religion, religious belief or worldview. | <p>In-depth investigation¹⁷ of:</p> <ol style="list-style-type: none"> Christianity One other principal world religion. <p>And encountering¹⁸:</p> <ol style="list-style-type: none"> At least one other principal religion or worldview reflected in the local context. | <p>In-depth investigation of:</p> <ol style="list-style-type: none"> Christianity Two other principal world religions, different to KS1. <p>And encountering:</p> <ol style="list-style-type: none"> At least one other religion, or worldview. | <p>In-depth investigation of:</p> <ol style="list-style-type: none"> Christianity Two other principal world religions. <p>And encountering:</p> <ol style="list-style-type: none"> At least one other religion, or worldview. | <p>In-depth investigation of:</p> <ol style="list-style-type: none"> Christianity One other principal world religion. | <p>A study of Christianity, other principal religions, religious beliefs and worldviews in the context of 21st Century society.</p> |

¹⁶ In order to reflect legislation and to provide a broad and balanced curriculum, the following religions and worldviews form the basis of the rationale set out here:

- **Christianity** should be studied **at each key stage** to ‘reflect the fact that the religious traditions in Great Britain are in the main Christian’ (Education Act 1988)
- **other principal religions** represented in Great Britain (usually regarded as Buddhism, Hinduism, Islam, Judaism and Sikhism) should be studied **across the key stages**; although they do not have to be studied in equal depth, nor all of them in each key stage
- **other worldviews** may be studied such as, the Baha’i faith, Jainism, Zoroastrianism and Humanism.

¹⁷ In-depth investigation means that these religions and/or worldviews are studied in detail. They are the focus of study in the particular key stage. A suggested percentage is given below.

¹⁸ Encountering means that aspects of this religion or worldview are studied in less detail. It may be referred to, but not studied in depth.

| | | | | | | |
|---------------------------------------|---|--|---|--|---|--|
| School Contextualising Factors | <p>RE at EYFS will prepare children for the multi-disciplinary approach.</p> <p>Pupils begin to explore religion and worldviews in terms of special people, times, places and objects, as well as visiting places of worship. Pupils listen to, and talk about, religious stories which may raise puzzling and interesting questions. They are introduced to specialist words and use their senses in exploring religious beliefs, practices and forms of expression.</p> | <p>Schools should consider the following factors when deciding what to study as 2 and 3:</p> <ul style="list-style-type: none"> • Understanding of the beliefs and practices of a 'non-Abrahamic' tradition, e.g. Sikhism. • Understanding of connections between Abrahamic religions, e.g. Christianity, Judaism and Islam. • The local context. • Provide foundations for KS2. | <p>Schools should consider the following factors when deciding what to study as 2 and 3:</p> <ul style="list-style-type: none"> • Understanding of the beliefs and practices of a Dharmic tradition, e.g. Hinduism. • Understanding of connections between Abrahamic religions, e.g. Christianity, Judaism and Islam. • The local context. • Build upon learning at KS1, provide foundations for KS3. | <p>Schools should consider the following factors when deciding what to study as 2 and 3:</p> <ul style="list-style-type: none"> • Understanding of the beliefs and practices of a Dharmic tradition, e.g. Buddhism. • Understanding of connections between Abrahamic religions, e.g. Christianity, Judaism and Islam. • The local context. • Build upon learning at KS2, provide foundations for GCSE. | <p>Schools should consider the following factors:</p> <ul style="list-style-type: none"> • The course should be provided by a recognised exam board which leads to a qualification approved under Section 96 of the Learning and Skills Act 2000, although not all pupils need to be entered for the examination. • Pupils should have the opportunity to encounter worldviews such as Humanism as part of their wider study. | <p>Schools should consider the following factors:</p> <ul style="list-style-type: none"> • An accredited course, such as AS or A level Religious Studies, or one which requires a significant study of a world religion or engagement with religious or philosophical ideas. <p>Or</p> <ul style="list-style-type: none"> • A minimum of 15 hours of study of religious, ethical and philosophical topics through a choice of regular timetabled lessons, enrichment activities, group projects, field trips or day conferences. |
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|---|------------------------------------|--|--|--|--|--|
| Weighting of religions and beliefs | No weighting is specified in EYFS. | More time should be spent on Christianity than any other individual religion or worldview. A minimum of 50% of allocated curriculum time should be spent on (1) and a minimum of 25% on (2). The remainder on (3). | More time should be spent on Christianity than any other individual religion or worldview. A minimum of 35% of allocated curriculum time should be spent on (1) and a minimum of 20% on each of (2). The remainder on (3). | More time should be spent on Christianity than any other individual religion or worldview. A minimum of 35% of allocated curriculum time should be spent on (1) and a minimum of 20% on each of (2). The remainder on (3). | The time spent on (1) and (2) should be in accordance with the chosen examination board specification. | No weighting is specified in Key Stage 5 |
|---|------------------------------------|--|--|--|--|--|

RE in Early Years Foundation Stage

All schools and academies should provide RE for all registered pupils, including those in Reception classes. The statutory requirement does not extend to nursery classes in maintained schools. In order to prepare pupils for the balanced disciplinary approach, the following suggested content is recommended for Early Years Foundation Stage.

| | | |
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| <p>RE in EYFS will prepare children for the multi-disciplinary approach.</p> <p>Pupils begin to explore religion and worldviews in terms of important people, times, places and objects, as well as visiting places of worship. Pupils listen to, and talk about, religious stories which may raise puzzling and interesting questions. They are introduced to specialist words and use their senses in exploring religious beliefs, practices and forms of expression.</p> | | |
| <p>Christianity and at least one other religion or worldview</p> | | |
| <p>Theology: Thinking through believing</p> | <p>Philosophy: Thinking through thinking</p> | <p>Human/Social Sciences: Thinking through living</p> |
| <p>Questions you might ask:</p> <ul style="list-style-type: none"> • What does this <i>religious word</i> mean? How do we say this <i>religious word</i>? • What is this religious story about? Why might people tell this story? • What does the word 'God' mean? • What is a belief? • Why is this sacred book important? | <p>Questions you might ask:</p> <ul style="list-style-type: none"> • What puzzles you? • Is it real? • What is right? What is wrong? What is 'good'? • What do we mean by true? | <p>Questions you might ask:</p> <ul style="list-style-type: none"> • How do people celebrate? • What might people use this artefact for? • What ceremonies and festivals have you taken part in? • What happens in [place of worship]? • What do these symbols mean? |

| | | |
|--|---|--|
| <ul style="list-style-type: none"> • Recognise simple religious beliefs or teachings. • Talk about some aspects of a religious or belief story. • Introduce key theological vocabulary such as 'God'. • Recreate religious and belief stories through small world play. • Talk about sacred texts | <ul style="list-style-type: none"> • Raise puzzling and interesting questions about religious and belief stories. • Raise puzzling and interesting questions about the world around them. • Talk about what concerns them about different ways in which people behave. • Say what matters to them or is of value. • Use their senses to investigate religion and belief. | <ul style="list-style-type: none"> • Identify simple features of religious life and practice in a family context. • Recognise a number of religious words. • Know where some religious worldviews originated • Name some religious symbols. • Name some religious artefacts. • Talk about religious events that they see or hear about e.g. festivals, ceremonies. • Talk about what people wear because of their beliefs. • Visit a local place of worship. • Talk to someone who holds a particular religious belief. |
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Designing a progressive, coherent and balanced curriculum for Key Stages 1, 2 and 3

Step One: Religions and worldviews

- Check the requirements for each Key Stage.
- Decide which religions and worldviews you will explore. Ensure you have a clear rationale and that you have taken account of your school context and the appropriate weighting for each religion or worldview.

Step Two: The suggested core questions

For each key stage there are suggested core questions. (See page XX)

- Each question draws on one particular disciplinary lens.
- Choosing a spread of questions from each discipline will ensure balance across the key stage phase.
- You can create your own questions, but these should use one of the disciplines as a driver
- For schools using the non-statutory age-related expectations, we recommend that you choose about 4-5 questions to explore per year with pupils at least one question from each discipline per year.

Step Three: Ensuring continuity and progression

- Check that the core questions going through each year group progress logically from one to another.¹⁹ We recommend you consider the intent of your whole-school curriculum when ensuring continuity and progression. How does the RE curriculum relate to your wider whole-school curriculum?
- We suggest you check for progression from one year to another. Are the questions enabling increasing depth of understanding? Are pupils developing their understanding through each disciplinary lens logically?

Step Four: The core knowledge and non-statutory age-related expectations

- Once you have decided upon your core questions, you need to shape the learning by using the core knowledge.
- For each core question consider the relevant core knowledge and *either* the non-statutory age-related expectations for the disciplinary lens you are focusing on *or* your own school's assessment criteria in order create learning outcomes for this question. This ensures the learning is planned at an appropriate standard
- Clearly delineate between the core knowledge which will form the basis of assessment and other elements of core knowledge which may be encountered in the learning process but may not be assessed.

¹⁹ An exemplar long-term plan is provided in Appendix 1.

Step Five: Check for balance

- Ensure you have a balance of disciplinary lenses. If appropriate, are you enabling pupils to meet the age-related expectations?

Step Six: Creating your scheme of learning

- Use the core question, learning outcomes and core knowledge to create a series of lessons that enable the pupils to be able to meet the outcomes, and thus contribute to them meeting the non-statutory age-related expectations²⁰ if appropriate.

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²⁰ There are a suite of unit outlines in the Agreed Syllabus Guidance material

Suggested Core Questions

The suggested core questions are rooted in each disciplinary approach, namely theology, philosophy and the human/social sciences. They take account of the research methods used in each discipline and its object of investigation. These core questions are suggestions, and schools can create their own questions if they choose as long as they reflect the disciplinary approach. Schools must ensure a balance of questions across the three disciplinary lenses.

The following points may be noted:

- The questions are largely generic so they can be tailored to any religion or worldview. Some questions could be used more than once if they focus on a different religion or worldview each time.
- Some questions may be combined across disciplinary lenses to create a longer unit of work. For example, the concept of resurrection in Christianity could be explored in terms of interrogation of biblical narratives (Theology), consideration as to whether resurrection is reasonable (Philosophy) and how belief in resurrection impacts on individuals, communities and societies across the world (Human/Social sciences). The Noble Eightfold Path in Buddhism could be explored in terms of theological interpretations by different schools of Buddhist thought, the Buddhist understanding of reality and the ethical implications of the Eightfold Path, and how the Path shapes Buddhist identity and relationships with others.
- Some specific Christian examples have been given at each Key Stage as this religion is taught by all schools in all Key Stages.
- The suggested core questions take into account *Understanding Christianity* (RE Today 2016) units on God, creation, incarnation and salvation which are already being used in a number of schools and academies in the county. These are shown in **purple**.
- It is **NOT** intended that all these questions are explored. They are suggestions and schools can tailor them to their own context and create their own questions if they prefer.
- An exemplar long-term plan is available in Appendix 1.

| Key Stage | Key Stage 1 | Lower Key Stage 2 | Upper Key Stage 2 | Key Stage 3 |
|-----------|---|---|--|--|
| Theology | <ul style="list-style-type: none"> • What do religious people say God is like? • Why is light an important symbol for many religious believers? • What do _____ remember at _____? (E.g. what do Jews remember at Passover?) • What might _____ learn from the _____ narrative? (E.g. what might Hindus learn from the Diwali narrative?) • What might _____ learn from the story of _____? (E.g. what might Jews learn about God from the story of Abraham?) • What do Christians believe God is like? • Who made the world? • Why does Christmas matter to Christians? • Why does Easter matter to Christians? | <ul style="list-style-type: none"> • What do _____ believe about God? • How do _____ talk about God? • What is the Bible and how do people interpret it? • Why is there so much diversity of belief within _____? • Where do religious beliefs come from? • How have events in history shaped beliefs? • What do Christians learn from the creation story? • What is the Trinity? • Why to Christians call the day Jesus died 'Good Friday'? | <ul style="list-style-type: none"> • How do _____ explain the suffering in the world? • One narrative, many beliefs: Why do people interpret things differently? • How reliable are sources of authority for believers? • How do _____ make sense of the world? • What does it mean if God is holy and loving? • Creation and science: Conflicting or complementary? • Was Jesus the Messiah? • What did Jesus do to save human beings? • What differences does the resurrection make for Christians? | <ul style="list-style-type: none"> • How do creation narratives shape what it means to be human and vice versa? • What do narratives in sacred texts reveal about the nature of God? • Why does God have so many names? • How reliable are sources of authority for religious believers? • How do religious believers make sense of the world? • What is meant by sacredness? • What does it mean to 'experience God'? • Internally inconsistent and dangerous: Should sacred texts be banned? • Whose theology? Why are there so many interpretations of _____ (name of religion)? • If God is Trinity, what does that mean for Christians? • Should Christians be greener than everyone else? • Why do Christians believe Jesus is God on Earth? |

| | Key Stage 1 | Lower Key Stage 2 | Upper Key Stage 2 | Key Stage 3 |
|-------------------|--|---|---|--|
| Philosophy | <ul style="list-style-type: none"> • Why do people have different views about the idea of 'God'? • What do my senses tell me about the world of religion and belief? • What is puzzling about the world of religion and belief? • What is 'good' and what is 'bad'? • How do people decide what is right and wrong? • What questions do religious stories make us ask? Can we find any answers? • What's the big idea? (introduction to philosophy/Socratic dialogue) • How did the universe come to be? | <ul style="list-style-type: none"> • What is the difference between believing and knowing? • What is philosophy? • What do we mean by 'truth'? • How do people make moral decisions? • How do people respond to issues of poverty and justice? • What kind of world should we live in? • Is seeing believing? • Can kindness/love change the world? | <ul style="list-style-type: none"> • Why is there suffering in the world? • What can we learn about the world/knowledge/meaning of life from the great philosophers? • Is being happy the greatest purpose in life? • Is believing in God reasonable? • Is it possible for something to always be right (or wrong)? • What does it mean to be 'human'? • Are angels real? • Can people come back to life? | <ul style="list-style-type: none"> • How do we know what we know? (Study of key philosophers) • Why is philosophy described as love of wisdom? • How valid are arguments about the existence of God? • What does it mean to be free? • Is everything connected? • What is a 'good life'? • What is the meaning of life? • What is meant by 'sanctity of life'? • Are all animals equal? • What is reality? • Can anything be known for certain? • How do different cultures understand the nature of right and wrong? • Are scientific arguments about the beginning of the world more logical than religious ones? |

| | Key Stage 1 | Lower Key Stage 2 | Upper Key Stage 2 | Key Stage 3 |
|------------------------------|---|--|---|---|
| Human/Social Sciences | <ul style="list-style-type: none"> • How do festivals/celebrations bring people together? • Where is the religion around us? • What does it mean to belong to the _____ community? • What happens in the daily life of a _____? • What does it mean to be part of a religious family? • Why are symbols and artefacts important to some people? • How do worship gatherings/ceremonies give _____ a sense of identity and belonging? | <ul style="list-style-type: none"> • What can we learn from different members/expressions of the _____ tradition? • How do _____ express their religious beliefs in modern Britain and in _____ [name of country]? • How do people express commitment to a religion or worldview in different ways? • What difference does being a _____ make to daily life? What does it mean to be a _____? • How do/have religious groups contribute to society and culture in the local area? | <ul style="list-style-type: none"> • What do we mean by religion? What makes a religion a religion? • How do/have religious groups contribute to society and culture across the world? • Does religion bring peace, conflict or both? • What does it mean to be part of a global religious/worldview community? • How have expressions of _____ changed over time? • How do beliefs shape identity for _____? • How has belief in _____ impacted on music and art through history? | <ul style="list-style-type: none"> • Is 'religion' an outdated western category or a useful way of thinking about different ways of living? • To what extent does the lived reality of [name of religion] reflect the authoritative understanding? • Why are religions so diverse? • Why is [name of religion] the way it is today? (historical changes) • To what extent are religions reflections or reactions to society? • What happens when religious identity conflicts with other identities (e.g. national identity)? • How have beliefs and practices been influenced by culture and politics? • How do we study religion and belief? • How have historical events impacted on the practice of religion and belief? |

Core Knowledge Summary Tables

The core knowledge should be used alongside the suggested core questions for each disciplinary lens. The core knowledge has been kept to a minimum to allow teachers to consider their own context and to ensure depth of understanding of key concepts, beliefs and practices. The core knowledge is rooted in the object of investigation for each disciplinary lens.

The core knowledge draws particularly on the following documents:

- Norfolk Agreed Syllabus 2005: Guidance materials
- Norfolk Agreed Syllabus 2012: Guidance materials
- Understanding Christianity 2016 (RE Today Services)

Core Knowledge is set out for Christianity, five principal religions (Buddhism, Hinduism, Islam, Judaism, Sikhism) and one non-religious worldview (Humanism). This does not preclude other religions and worldviews being studied e.g. Baha'i, Jainism, Zoroastrianism.

An example of how the core questions and core knowledge can be used to create learning enquires:

Key Stage: Lower Key Stage 2

Disciplinary Focus: Theology

Religion or Worldview: Hinduism

Core Question: How do Hindus talk about God?

Core Knowledge: Brahman, and the concept of the trimurti (Brahma, Vishnu, Shiva). Examples of the avatars of Vishnu such as Rama and Krishna. Narratives from the Ramayana (about Rama), Mahabharata and Vishnu Purana (about Krishna)

Possible questions that teachers might ask pupils to develop their understanding:

Do Hindus understand God as one or many? What does it mean to say God came in human form? What do Hindus learn about God from the narratives about Rama and Krishna?

If appropriate, based on the non-statutory age-related expectations (see Appendix 2), pupils should be able to:

Identify the sources Hindus use when talking about God

Give examples of different ways in which Hindus talk about God based on the narratives they have studied

Identify the similarities and differences between the Hindu understanding of God and one other religious view e.g. Christian understanding of God as Trinity.

Core Knowledge Summary Tables

These tables provide a basis for teachers to shape schemes of learning using the suggested core questions. Tables for religions and worldviews are listed alphabetically.

| Buddhism | Key Stage 1 | Key Stage 2 | Key Stage 3 |
|---|---|---|--|
| | Introduce: | Develop understanding of: | Secure understanding of: |
| Theology: Asking questions theologians ask | Varying beliefs about God. Concepts: The Buddha and Triple Refuge The Jakata tales and Tipitaka | Concepts: the Buddha, Four Noble truths, the cycle of birth, death and rebirth, and the Five Precepts. The varying beliefs about God. The Jakata tales, Tipitaka and Metta Sutta. Key writings of Buddhist teachers. How Buddha's experience impacted on beliefs. | For Buddhists, questions about God are unanswerable. Concepts: The Buddha, Anicca, Dukkha, Anatta, Four Noble Truths, Karma, Triple refuge and the divergent paths of Buddhism. The Dhammapada, role of the Sangha and authority given to teachings of Buddha. Writings of Buddhist theologians e.g. Dalai Lama. |
| Philosophy: Asking questions philosophers ask | Key philosophical vocabulary Ways of reasoning Make links between belief and behaviour | The different views about the nature of knowledge, meaning and existence. Links between suffering and the Four Noble Truths. Buddhist perspectives on moral issues and consideration of the consequences of action in relation to karma. | Theories of knowledge, philosophy of religion and ethical theory, including those of the Buddha. Buddhist philosophy relating to personal experience and truth. Methods Buddhists use to evaluate and address dilemmas such as the principle of loving kindness. |
| Human/Social Sciences: Asking questions human and social scientists ask | Key vocabulary associated with the study of Buddhism. Monasteries, temples, festivals, ceremonies, devotion and symbolism as expressions of Buddhism. The importance of not hurting living things and Buddhist stories on daily life. | Key vocabulary and global diversity associated with the study of Buddhism. Meditation and study, festivals and pilgrimage and symbolism. Varying practice, and the importance of looking after the environment. | The complex nature of Buddhist philosophies. Diversity of practice, importance of meditation and study, and symbolism. The involvement of Buddhists in social action, impact of Buddhism on western culture and the media portrayal of Buddhists. |

| Christianity | Key Stage 1 | Key Stage 2 | Key Stage 3 |
|---|--|---|---|
| | Introduce: | Develop understanding of: | Secure understanding of: |
| <p>Theology: Asking questions theologians ask</p> | <p>Concepts: Creation, God, incarnation, and salvation. The life and teachings of Jesus. The Bible as a sacred text for Christians and its different genres.</p> | <p>Concepts: Creation and Fall, God (Trinity), Incarnation, and Salvation. The life and teachings of Jesus. Sources of authority such as the Bible, creeds, tradition and different genres and interpretations. Key teachings from important Christian thinkers. How events in society have influenced Christian beliefs.</p> | <p>Concepts: Creation and Fall, God (Trinity), Jesus, incarnation, salvation and Kingdom of God. Issues of reliability, authenticity, historicity and authorship of the Bible and other sources. Writings from a range of key Christian theologians Events in history and personal experiences which have impacted on beliefs and vice versa.</p> |
| <p>Philosophy: Asking questions philosophers ask</p> | <p>Key philosophical vocabulary. Ways of reasoning. Make links between belief and behaviour.</p> | <p>The different views about the nature of knowledge, meaning and existence. The work of one key Christian philosopher Ethical theory, including the importance of love and forgiveness within Christian tradition. Christian perspectives on moral issues.</p> | <p>Theories of knowledge, philosophy of religion and ethical theory. Works of two or three Christian philosophers. Philosophical responses to theological questions that Christians raise. Methods Christians use to evaluate and address dilemmas.</p> |
| <p>Human/Social Sciences: Asking questions human and social scientists ask</p> | <p>Key vocabulary associated with the study of Christianity. The local church(es), symbolism and artefacts as expressions of Christianity. The importance of rites of passage, worship gathering and celebrations.</p> | <p>Key vocabulary and global diversity associated with the study of Christianity. The church, worship and festivals. The impact of Christian teachings on daily life, the varying expressions of prayer, cultural expressions of the Christian faith and the role of the Christian community in charity work.</p> | <p>The complex nature of Christianity and how culture and politics have shaped it over time. The nature of the church and its internal diversity. The impact of the Bible and rites of passage on individuals and communities. The relationship between the Church and State and the role of Christianity in the public sphere.</p> |

| Hinduism | Key Stage 1 | Key Stage 2 | Key Stage 3 |
|--|--|--|--|
| | Introduce: | Develop understanding of: | Secure understanding of: |
| Theology: Asking questions theologians ask | Concepts: Brahman and Avatars. Hindu Holy Books including the Ramayana. | Concepts: Brahman, Ataman, Avatars, Ahimsa, Samsara and Karma. The oral tradition and the Vedas, different genre and interpretations. Examples of teachings of Hindu teachers. Examples of events and experiences which have impacted on Hindu beliefs. | Concepts: Brahman Trimurti, Atman, cyclical nature of time, creation, maya, samsara and karma. Issues of reliability, authenticity, historicity and authorship of Hindu sources of authority. Differences between Shruti and Smriti scriptures. Examples of writings by gurus, swamis and rishis. The Astika and Nastika intellectual traditions. Impact of experiences and events on Hindu beliefs and vice versa. |
| Philosophy: Asking questions philosophers ask | Key philosophical vocabulary. Ways of reasoning. Make links between belief and behaviour. | The different views about the nature of knowledge, meaning and existence. Introducing ethical theory. Introduce moral issues and consider the consequences of action in relation to karma. Moral and values expressed in Hindu stories. | Theories of knowledge, philosophy of religion and ethical theory, including maya, Loka, Devas and Asura. The way gunas interact to determine things. Hindu ethics and moral duties, different methods Hindus use to evaluate and address dilemmas. |
| Human/Social Sciences: Asking questions human and social scientists ask | Key vocabulary associated with the study of Hinduism. Dharma, symbolism and the centrality of the home in the Hindu tradition. Importance of gatherings for worship, dramatic storytelling and celebrations. | Key vocabulary and global diversity associated with the study of Hinduism. Sanatan Dharma, the diversity of practice and expression and festivals. The impact of ahimsa, dharma and karma on daily life and beyond. | The complex nature of Hindu philosophies and how they are understood. Sanatan dharma, laws of Manu, diversity of worship, pilgrimage and the practice of yoga. The role of story and festivals, the impact of teachings on daily life, the relationship between social duty and the four ashramas, and the changing role of men and women within the Hindu traditions. |

| Humanism | Key Stage 1 | Key Stage 2 | Key Stage 3 |
|---|--|---|--|
| | Introduce: | Develop understanding of: | Secure understanding of: |
| Theology: Asking questions theologians ask | <p>Concepts: Atheism, One Life, Golden Rule, humanity.</p> <p>Quotations from Humanist thinkers.</p> | <p>Concepts: Atheism, agnosticism, rationalism, One Life, and Happiness.</p> <p>Examples of writings of Humanist thinkers.</p> <p>Diversity of Humanist thought.</p> <p>Importance of evidence.</p> <p>Absence of sacred texts and divine rules.</p> | <p>Concepts: meaningful life, humanism, secularism, rationalism, evolution, scepticism</p> <p>reliability, authenticity, historical accuracy and authorship of sources by key humanist thinkers.</p> <p>The different genre used within the humanist tradition.</p> <p>How experiences have impacted on humanist beliefs through history and vice versa.</p> <p>The similarities and differences between humanist values and those of theistic worldviews.</p> |
| Philosophy: Asking questions philosophers ask | <p>Key philosophical vocabulary.</p> <p>Ways of reasoning.</p> <p>Make links between belief and behaviour.</p> | <p>The different views about the nature of knowledge, meaning and existence.</p> <p>Introducing ethical theory such as utilitarianism.</p> <p>Examples of the writing of a Humanist philosopher.</p> <p>Importance of evidence and reasoning in Humanist thought.</p> | <p>Theories of knowledge, philosophy of religion and ethical theory, including AC Grayling and Hawking.</p> <p>Humanist responses to theological questions such as miracles and religious experience.</p> <p>Ethical theory from a Humanist perspective.</p> <p>Humanist UK lobbying on assisted dying.</p> <p>UN Declaration of Human Rights.</p> |
| Human/Social Sciences: Asking questions human and social scientists ask | <p>Key vocabulary associated with the study of Humanism.</p> <p>The role of ceremonies and cultural traditions.</p> <p>The Happy Human symbol.</p> <p>Impact of thinking about consequences of action.</p> | <p>Key vocabulary relating to the study of Humanism as a philosophy or life stance.</p> <p>Diverse practice in relation to ceremonies and cultural festivals.</p> <p>The importance of the natural world and caring for the environment.</p> <p>The importance of the arts and sciences.</p> <p>The importance of love and relationships.</p> | <p>The complex nature of Humanist and Secular philosophies.</p> <p>Religious Atheism.</p> <p>Humanist practice relating to death and mortality.</p> <p>The work of humanist chaplains.</p> <p>Humanist responses to pseudoscience.</p> <p>Relationship of science and humanist beliefs.</p> <p>Campaigns run by the British Humanist Association in the public sphere.</p> |

| Islam | Key Stage 1 | Key Stage 2 | Key Stage 3 |
|---|--|---|---|
| | Introduce: | Develop understanding of: | Secure understanding of: |
| Theology: Asking questions theologians ask | The concept of One God. The life and teachings of the Prophet Muhammad. The Qur'an as a revealed scripture. | Concepts: Tawhid, Creation, Prophethood, Revelation, Khalifah and Akhirah. The life and teachings of the Prophet Muhammad and the Six Articles of Sunni Belief. The Qur'an and Hadith as sources of authority, different genres and the value of recitation. Key teachings from important Muslim teachers. The impact of the spread of Islam. How experiences have impacted on belief. | Concepts: Tawhid, Submission, Revelation, Akhirah and Jihad. The importance of the Prophet Muhammad. The theological divergence and distinctions within Islam and Shariah Law. Issues of reliability, authenticity, and translation of the Qur'an and Hadith. Differences between revealed scripture, sayings of the Prophet Muhammad and the Sunnah. Writings from key Muslim theologians. Events in history and personal experiences which have impacted on beliefs and vice versa. |
| Philosophy: Asking questions philosophers ask | Key philosophical vocabulary. Ways of reasoning. Make links between belief and behaviour. | The different views about the nature of knowledge, meaning and existence. Introducing ethical theory. Muslim perspectives on moral issues, including the idea of 'intention'. | Theories of knowledge, philosophy of religion and ethical theory including Muslim perspectives. The impact of Greater Jihad on an individual Muslim's struggle to choose to do right. The impact of Shariah Law on Muslim decision making. |
| Human/Social Sciences: Asking questions human and social scientists ask | Key vocabulary associated with the study of Islam. The masjid (mosque), the Five Pillars of Islam, symbolism and artefacts. The role of festivals, ceremonies and Madrassah in the Muslim tradition. | Key vocabulary and global diversity associated with the study of Islam. The masjid, the Five Pillars of Islam and the three main Muslims traditions (Sunni, Shia, Sufi). Diversity of expression, customs and practices within Islam and their impact on daily life. The importance of Ramadan, the two Eid festivals and Jummah prayers. | The three main traditions within Islam, and how they are understood culturally, religiously and politically. Diversity of practice across different Muslim groups in the UK and beyond. The impact of tawhid on creative expression. The community/societal role of the mosque and importance of Ummah. The role of Islam in scientific discoveries and historical events. Importance of ibadah in daily life. |

| Judaism | Key Stage 1 | Key Stage 2 | Key Stage 3 |
|---|---|--|--|
| | Introduce: | Develop understanding of: | Secure understanding of: |
| Theology: Asking questions theologians ask | The concept of One God The Torah as the five books of Moses, written in Hebrew. The different genre contained within the first five books. Narratives about the lives of Jewish descendants. | Concepts: One God, The Covenant, Mitzvot, Atonement. The Torah and Talmud as sources of authority. The Hebrew Bible, TeNaCh (Torah, Nevi'im, Ketuvim) Importance of the Shema Narratives associated with the development of the Jewish tradition. Importance of reading the Torah out loud. Key teachings from important Jewish teachers Historical impact Jewish beliefs/culture | Concepts: One God who is holy, just and merciful, covenant, Mitzvot, Atonement. The Messianic Age The 13 principles of Maimonides Issues of reliability, authenticity, and translation of the The Torah, Nevi'im and Ketuvim. The Talmud as Mishnah and Gemara. The theological divergence and distinctions within Judaism. Impact of Shoah on Jewish beliefs. |
| Philosophy: Asking questions philosophers ask | Key philosophical vocabulary Ways of reasoning Make links between belief and behaviour | The different views about the nature of knowledge, meaning and existence. Introducing ethical theory Jewish perspectives on moral issues including the impact of the 613 mitzvot, especially the 10 commandments. The importance of loving one's neighbour. Gemillut Chasadim, Tzedakah, | Theories of knowledge, philosophy of religion and ethical theory including Jewish perspectives. Ways in which Jewish people make decisions based on the teachings in the Torah, Talmud and the Rabbis. Importance of concepts of Tikkun Olam and Bal Tashhit on making moral decisions. |
| Human/Social Sciences: Asking questions human and social scientists ask | Key vocabulary associated with the study of Judaism. Shabbat and the importance of the home and family life The role of festivals which connect with Jewish history. The synagogue and varying ceremonies that take place within it. | Key vocabulary and global diversity associated with the study of Judaism. Importance of festivals for the Jewish community such as Yom Kippur. Symbolism and artefacts used by some Jewish people at festivals and in rituals. The importance and role of Shabbat and reading of the Torah The role of Synagogue and Cheder in the Jewish community. The rules of Kashrut The importance of Jerusalem and the Western Wall for many Jewish people. | Historical and current cultural and political perspectives on the development of the Jewish faith. Divergence of practice in worship, prayer and seeking social justice. Importance of the High Holy Days and the need for repentance and forgiveness. The impact of Shoah on expressions of Jewish faith across the world. The role of Eretz Israel, Jerusalem and the Western Wall for Jewish identity Jewish influence on the arts, music and film industries. Impact of technology of Jewish daily life. |

| Sikhism | Key Stage 1 | Key Stage 2 | Key Stage 3 |
|---|---|--|--|
| | Introduce: | Develop understanding of: | Secure understanding of: |
| Theology: Asking questions theologians ask | <p>The concepts of One God and equality.</p> <p>The life and teachings of Guru Nanak.</p> <p>The Guru Granth Sahib as a living Guru.</p> <p>The Mool Mantra.</p> | <p>Concepts: Ik Onkar, Equality, hukam and Samsara.</p> <p>The life and teachings of the 10 Gurus</p> <p>The Guru Granth Sahib, including its compilation and diversity of contents.</p> <p>Stories from the life of Guru Nanak (janamaskhis)</p> <p>Impact of martyrdom on Sikh teachings.</p> | <p>Concepts: Ik Onkar, Samsara, Nadar, Mukti and Karma.</p> <p>Sikh purpose of finding union with God.</p> <p>The life and teachings of the 10 Gurus.</p> <p>Adi Granth and the final vesion of the Guru Granth Sahib</p> <p>Nam Simran (meditating on God's name)</p> <p>Issues concerning authority and revelation.</p> <p>Impact of persecution and martyrdom on Sikh faith and teachings.</p> |
| Philosophy: Asking questions philosophers ask | <p>Key philosophical vocabulary.</p> <p>Ways of reasoning.</p> <p>Make links between belief and behaviour.</p> | <p>The different views about the nature of knowledge, meaning and existence.</p> <p>Introducing ethical theory.</p> <p>Sikh perspectives on moral issues, including impact of 'hukam' and emphasis on equality.</p> | <p>Theories of knowledge, philosophy of religion and ethical theory including Sikh perspectives.</p> <p>Impact of hukam and Sikh purpose in life on ethical theory.</p> <p>The impact of Rahit and Kurahit for the ethical and moral behaviour of Sikhs.</p> <p>Sikh principles for living such as kirat karna and vand chhakna.</p> |
| Human/Social Sciences: Asking questions human and social scientists ask | <p>Key vocabulary associated with the study of Sikhism.</p> <p>The gurdwara, langar and 5Ks</p> <p>The role of festivals and ceremonies such as Baisakhi and Amrit.</p> | <p>Key vocabulary and global diversity associated with the study of Sikhism, including term Sikhi.</p> <p>The diversity of practice including the Gurdwara, festivals and ceremonies such as Amrit.</p> <p>Symbolism including varying practice of wearing the 5Ks.</p> <p>Importance of values in the Sikh tradition.</p> <p>Global importance of Amrtisar and the Golden Temple.</p> | <p>Historical perspectives on the development and growth of the Sikh tradition.</p> <p>The Gurdwara, festivals, pilgrimage and ceremonies including diversity of practice and historical perspectives.</p> <p>Impact of being part of the Khalsa.</p> <p>Impact of Nam Simran.</p> <p>Importance of Sewa.</p> <p>Impact of kirat karna and vand chakna on individuals and communities.</p> <p>The Network of Sikh Organisations.</p> <p>Work of Sikhs in the education sector.</p> |

RE for students aged 14–19

RE is a statutory entitlement for all registered pupils up to the age of 18, including pupils in school sixth forms, except where withdrawn by their parents, or by themselves if over 18 years of age.

This syllabus advocates a three year Key Stage 3 (i.e Years 7-9) RE curriculum as best practice. However, some of the core knowledge from Key Stage 4 (i.e. Years 10-11) may be introduced in Key Stage 3 to help pupils make connections in their learning, such as key concepts in a religion or how religious practices are understood within their historical context. This will enable pupils to use in-depth analysis in Key Stage 3 and prepare them well for Key Stage 4.

In Years 10 and 11 a core course must be provided for all students to meet their entitlement to RE. Whilst there is no legal requirement to sit public examinations, students deserve the opportunity, as far as possible, to have their learning in RE accredited. External accreditation of the subject in this key stage improves student achievement and enhances the status of the subject. Therefore, **this syllabus requires pupils to follow an accredited course in RE which is provided by a recognised exam board,**²¹ and which builds on the multi-disciplinary approach advocated in EYFS to Key Stage 3.

In the sixth form, the RE provided should enhance and broaden educational opportunities for all students. It should meet the needs of both one and two-year students. The nature and organisation of the sixth form curriculum is such that great flexibility should be possible in how RE is delivered. It is important that students take increasing responsibility for their own learning. They might be encouraged to participate in planning courses and, where a variety of options is offered, could negotiate their entitlement. Schools should therefore provide an accredited course, such as AS or A Level Religious Studies, **or** one which requires a significant study of a world religion or engagement with religious or philosophical ideas **or** a minimum of 15 hours of study of religious, ethical and philosophical topics through a choice of regular timetabled lessons, enrichment activities, group projects, field trips or day conferences.

²¹ Therefore, a course which can lead to a qualification approved under Section 96 of the Learning and Skills Act 2000

Attainment and Progress in RE

Assessing attainment and progress

Pupils' progress is assessed in relation to the purpose and aims of the subject. Therefore, this primarily concerns **how well pupils are able to hold balanced and well-informed conversations about religion and worldviews**. In other words, **are pupils becoming more religiously literate?** Attainment and progress are therefore linked to the multi-disciplinary approach to RE advocated throughout this syllabus.

Although this syllabus does **not** provide a statutory form of monitoring standards and progress, teachers should ensure that the rationale they use both fits their school context, phase of learning and strives for high standards of attainment for all pupils.

Assessment at the heart of planning

Therefore, teachers are encouraged to use the **non-statutory age-related expectations** as a starting point for planning (See Appendix 2) alongside a suggested core questions for Key Stages 1–3. This ensures that expected outcomes are at an appropriate standard and that the learning journey for each enquiry is clear.

The non-statutory age-related expectations ensure that the RE provision is balanced and that pupils become more religiously literate through their time in school²². A sample of the non-statutory age-related expectations is provided in Appendix 2. Schools and academies in Norfolk can register with the Diocese of Norwich to receive a full set of expectations and exemplar material if they wish. This service is provided free to all schools and academies in Norfolk using this syllabus.²³

Reporting of attainment and progress

It is a statutory requirement for schools to provide, at least annually, a written report to parents on their child's progress in RE.²⁴ SACRE may ask schools to submit a summary of attainment by pupils at the end of Key Stages 2 and 3 as part of its responsibility to monitor RE in Norfolk. In addition, progress must be assessed and reported where pupils transfer between schools at other points. SACRE also monitors Key Stage 4 and 5 examination results annually.

Teaching and Learning in RE

²² Teachers are free to develop their own system of assessment if the non-statutory age-related expectations do not match their context.

²³ <https://www.dioceseofnorwich.org/schools/advice/religious-education/age-related-expectations>

²⁴ Statutory Instrument 1992/3168 (DFE Circular 16/93) Cf Circular 1/94 para 125/6

This syllabus builds on the enquiry-based approach advocated in the Norfolk Agreed Syllabus 2012.²⁵ This enquiry-based approach is set within a climate of effective learning in RE where:

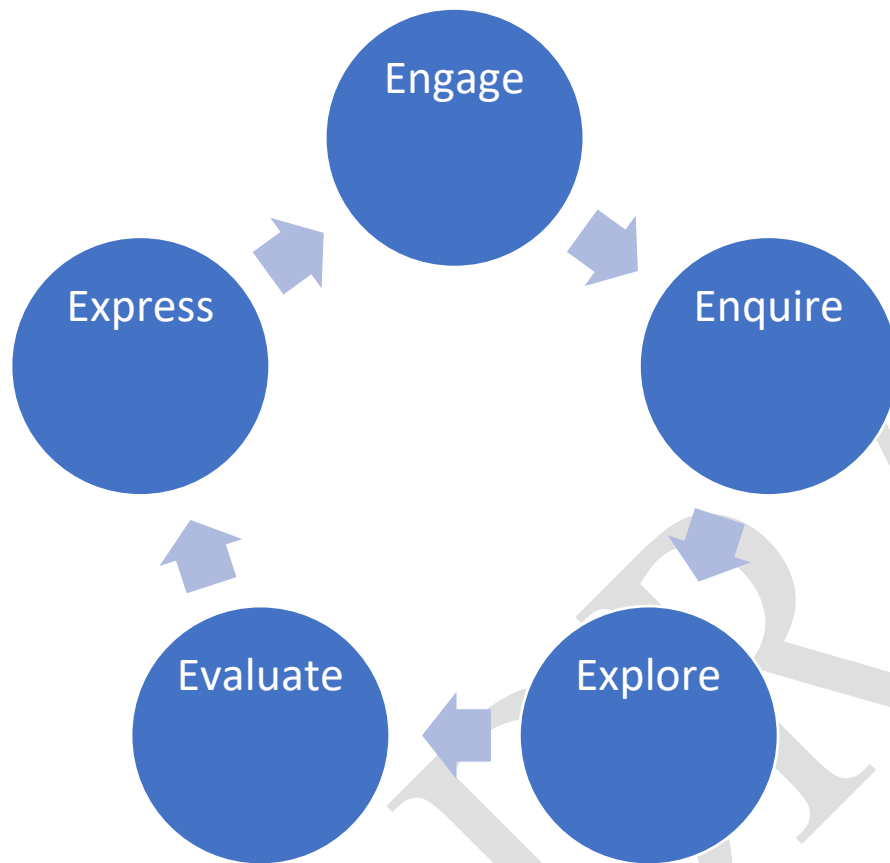
- an appropriate level of challenge is provided for all pupils
- all pupils know they can achieve and there is an expectation of success
- the learning is set in a real and authentic context, with a clear purpose, meaning and relevance
- a safe environment is created where all pupils are valued, so they can confidently agree to disagree and express themselves freely
- pupils have a sense of ownership over what is being learned and how they are learning it
- there is a clear learning journey and identifiable outcomes
- there is space and time for reflection
- assessment for learning is at the heart of teacher planning

This syllabus continues to promote the following enquiry process as best practice:

An enquiry-based approach for RE

| | |
|-----------------|--|
| Engage | Stage 1: The new enquiry is introduced by exploring the conceptual focus and core question. |
| Enquire | Stage 2: The enquiry is co-constructed with the pupils whilst staying within the parameters of the learning outcomes. |
| Explore | Stage 3: Pupils enquire into the core question through the suggested core knowledge. |
| Evaluate | Stage 4: Pupils respond to, analyse and evaluate their understanding of the core question. |
| Express | Stage 5: Pupils express the knowledge and understanding they have gained to answer the key question, with an opportunity for the teacher to assess if pupils have met the age-related expectations if appropriate. |

²⁵ Norfolk Agreed Syllabus 2012 p.21



This enquiry process was introduced in the 2012 Agreed Syllabus and is used widely across the county.

Appendix 1: Exemplar Curriculum Map for KS1–3²⁶

Context: This exemplar imagines a primary school where the Jewish tradition is the second religion focus for KS1, and Islam and Hinduism are the focus at KS2 alongside Christianity in both Key Stages. In Key Stage 3 pupils are prepared for a GCSE where they will study Christianity and Islam. In addition, at Key Stage 3 Sikhism is included as a focus religion.

The balance between **Theology**, **Philosophy** and **Human/Social Sciences** is shown through the colours.

| Year Group | Enquiry 1 | Enquiry 2 | Enquiry 3 | Enquiry 4 | Enquiry 5 |
|------------|---|---|--|---|---|
| EYFS | Asking questions such as those suggested on P20 | | | | |
| 1 | What do my senses tell me about the world of religion and belief? Christian, Hindu, Jewish | How does a celebration bring a community together? Muslim, Christian | What do Jewish people remember on Shabbat? Jewish | What does the cross mean to Christians? Christian | How did the universe come to be? Hindu, Christian |
| 2 | Why is light an important symbol for Christians Jews and Hindus? Christian, Jewish, Hindu | What does the nativity story teach Christians about Jesus? Christian | How do Christians belong to their faith family? Christian | How do Jewish people celebrate Passover (Pesach)? Jewish | Why do people have different views about the idea of God? Multi/Humanist |

²⁶ Unit outlines for this exemplar curriculum map are available in the Norfolk Agreed Syllabus Guidance Materials 2019

| | | | | | |
|---|---|---|--|--|--|
| 3 | How do people express commitment to a religion/worldview in different ways? Hindu or Jewish/Sikh/Christian | What is the Trinity? Christian | What is philosophy? How do people make moral decisions? Christian/Humanist | What do _____ believe about God? Muslim | What difference does being a _____ make to daily life? Muslim |
| 4 | Where do religious beliefs come from? Christian | What do we mean by truth? Is seeing believing? Multi, including Sikh views on God as truth | How do/have religious groups contribute to society and culture? Hindu/Christian | Why is there so much diversity of belief within _____? Christian Includes some theological aspects | What does sacrifice mean? Multi/Humanist |
| 5 | Is believing in God reasonable? Multi/Humanist | How has belief in _____ impacted on music and art through history? Christian/Muslim | What can we learn about the world/knowledge/meaning of life from the great philosophers? Buddhist/Christian | What difference does the resurrection make to Christians? Christian | How do _____ make sense of the world? Hindu |
| 6 | How and why does religion bring peace and conflict? Multi | How do _____ explain the suffering in the world? Buddhist | What does it mean to be human? Is being happy the greatest purpose in life? Humanist/Christian | Creation or science: conflicting or complementary? Christian/Humanist | How do beliefs shape identity for _____? Muslim (prepare for KS3) |

| | | | | | |
|---|---|--|--|---|---|
| 7 | Why does God have so many names? Christian Muslim Sikh | Does the existence of evil prove God doesn't exist? Key Humanist, Jewish and Christian Philosophers | Why is Christianity the way it is? (key events in history, church and state, diversity etc) Christian | What does it mean to say God became human? Christian | How do Sikhs interact with culture and society? Sikh |
| 8 | How do creation narratives shape what it means to be human? Christian, Sikh | What are sources of authority for Christians and Sikhs? (texts, experience, tradition, reason...) Christian, Sikh | What does it mean to live 'a good life'? Humanist, Buddhist and Christian Philosophers | Why is Islam the way it is? Muslim History focus | How do Christians interact with culture and society? (art, film and music focus) Christian |
| 9 | What is religion? A useful category or outdated concept? Multi religious/Worldviews (needs to include Sikh and Jewish) | What is meant by sacredness? Multi (needs to include Christian and Muslim) | Is believing in life after death reasonable? Philosophical thinkers Christian, Sikh | Is the Sanctity of life more important than quality of life? Christian, Muslim | What is reality? Christian, Sikh Philosophical thinkers e.g. Kant |

Appendix 2: Non- Statutory age-related expectations showing examples for Key Stage 1-3²⁷

Theology: There are four strands for theology:

- where beliefs come from
- how beliefs change over time
- how beliefs relate to each other
- how beliefs shape the way believers see the world

The example below is for the first of these strands.

| Strand | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 |
|--------------------------------|---|---|--|--|--|---|--|---|---|
| Where beliefs come from | Give a clear, simple account of at least one narrative, story or important text used by at least one religion or worldview. | Retell a narrative, story or important text from at least one religion or worldview and recognise a link with a belief. Recognise different types of writing from within one text. | Show awareness of different sources of authority and how they link with beliefs. Identify different types of writing and give an example of how a believer might interpret a source of authority. | Identify different sources of authority and how they link with beliefs. Give examples of different writings and different ways in which believers interpret sources of authority. | Describe different sources of authority and how they link with beliefs. Describe a range of different interpretations of sources of authority and consider the reliability of these sources for a group of believers. | Explain different sources of authority and the connections with beliefs. Begin to discuss the reliability and authenticity of texts that are authoritative for a group of believers. | Begin to analyse and evaluate different sources of authority, considering the writings of key thinkers, and how these have shaped and formed beliefs. Begin to analyse a range of genres and interpretations of sources of authority applying knowledge of reliability of sources when enquiring into religions and worldviews. | Begin to contextualise and evaluate sources of authority including the writings of a range of key thinkers and how these have shaped and formed beliefs. Begin to evaluate a range of genres and interpretations of sources of authority applying knowledge of authenticity, historical accuracy and authorship coherently and competently when enquiring into religions and worldviews. | Contextualise, analyse and evaluate where beliefs come from using evidence relating to sources of authority, teachings and interpretations, the writing of key thinkers and the impact of experiences. Contextualise, analyse and evaluate propositions about the reliability, authenticity, historical accuracy and authorship of sources when enquiring into religions and worldviews. |

²⁷ These age-related expectations were created for the Diocese of Norwich schools and academies. These are examples are used with permission. All schools and academies in Norfolk have free access to the complete set. Schools and academies must register for free to receive them. The link to register is: <https://www.dioceseofnorwich.org/schools/advice/religious-education/age-related-expectations>

Philosophy: There are three strands for philosophy:

- the nature of knowledge, meaning and existence
- how and whether things make sense
- Issues of right and wrong, good and bad

The example below is for the second of these strands.

| Strand | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 |
|--|---|---|---|---|--|---|---|---|---|
| How and whether things make sense | Give a simple reason using the word 'because' when talking about religion and belief. | Give a reason to say why someone might hold a particular belief using the word 'because'. | Decide if a reason or argument based on a religion or belief makes sense to them and is expressed clearly. Use more than one reason to support their view. | Begin to weigh up whether different reasons and arguments are expressed coherently when studying religion and belief. Give reasons for more than one point of view, providing pieces of evidence to support these views. | Explain, using a range of reasons, whether a position or argument is coherent and logical. Link a range of different pieces of evidence together to form a coherent argument. | Begin to analyse and evaluate whether a position or argument is coherent and logical, and show increasing awareness of divergence of opinion. Use well-chosen pieces of evidence to support and counter a particular argument. | Analyse and evaluate whether a position or argument is coherent and logical, explaining with reasons any divergence of opinion. Use principles, analogies and well-researched evidence to support a particular argument and counter this view. | Analyse and evaluate whether a position or argument is coherent and logical, explaining with reasons any divergence of opinion and showing increasing awareness of the impact of culture and society on this position. Demonstrate comprehensive evidence of the process of reasoning when forming an argument and when creating counter arguments, showing awareness of their own cultural assumptions. | Comprehensively assess whether a range of positions or arguments are coherent and logical, evaluating their validity and significance and explaining conclusions with reasons and evidence. Create and test their own and others well substantiated arguments or hypotheses drawing conclusions based on the process of reasoning. |

Human/Social Sciences: There are three strands for human/social sciences:

- The diverse nature of religion
- Diverse ways in which people practice and express beliefs
- The ways in which beliefs shape individual identity, and impact on communities and society and vice versa

The example below is for the third of these strands.

| Strand | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 |
|--|--|--|---|---|---|---|--|---|--|
| The ways in which beliefs shape individual identity, and impact on communities and society and vice versa | Recognise that beliefs can have an impact on a believer's daily life, their family or local community. | Identify ways in which beliefs can have an impact on a believer's daily life, their family or local community. | Identify a range of ways in which beliefs can have an impact on a believer's daily life, their family, community and society. | Describe ways in which beliefs can impact on and influence individual lives, communities and society and show awareness of how individuals, communities and society can also shape beliefs. | Explain how beliefs impact on and influence individual lives, communities and society, and how individuals, communities and society can also shape beliefs. | Begin to analyse and evaluate how beliefs impact on, influence and change individual lives, communities and society, and how individuals, communities and society can also shape beliefs. | Analyse and evaluate how beliefs impact on, shape and change individual lives, communities and society, and how individuals, communities and society can also shape beliefs. | Begin to contextualise and evaluate the impact of beliefs on individual, communities and society, and how historical, cultural, social and philosophical factors impact on and shape beliefs. | Contextualise, analyse and evaluate how beliefs impact on, shape and change individual lives, communities and society, and how historical, cultural, social and philosophical factors impact on and shape beliefs. |

You can register for free with the Diocese of Norwich to access the full set of age related expectations here:

<https://www.dioceseofnorwich.org/schools/advice/religious-education/age-related-expectations>

Appendix 3: Glossary

EYFS

Early Years Foundation Stage

Enquiry-based approach

An approach which advocates skills such as investigation, interpretation, analysis, evaluation and reflection. Learning that inspires children to think for themselves and brings a research-orientated approach to the subject.

Discipline

This is defined in detail on p.8 of the syllabus. It has an intellectual tradition and defined body of knowledge with a particular object of investigation

Epistemological

Relating to the nature of knowledge

Ontological

Relating to existence and being

Phenomenological

Relating to phenomena or the object of a person's perception

Religious education (RE)

Curriculum subject legally required to be taught in all maintained schools and academies and free schools as part of the basic curriculum

Religious literacy

In this syllabus being religiously literate means being able to hold balanced and informed conversations about religion and worldviews

Worldview

How someone makes sense of the world in which they live and the impact this has on their daily life. This term refers to both religious and non-religious worldviews.

Appendix 4: RE for pupils with special educational needs and disabilities (SEND)

RE must be taught to all registered pupils, except those withdrawn by their parents. In maintained special schools, RE should be taught according to the Agreed Syllabus as far as is practicable. The following points may help teachers to modify the curriculum so that is relevant and appropriately challenging for all pupils:

- choose core questions and knowledge from earlier key stages, whilst being aware of age, appropriateness and progression
- focus on one disciplinary lens across a year group, whilst ensuring a balance across a Key Stage
- integrating, for all pupils in the early stages of learning, RE with other subjects and everyday experiences
- prioritising first-hand encounters with members of faith and belief communities

For pupils with special educational needs and disabilities, RE provides opportunities for colourful sensory experiences. The subject offers an experience of the world which can speak to pupils directly. Many pupils with special needs are instinctive and intuitive individuals who may have deep spiritual insights and experiential moments which provide opportunities for discussion.

Teachers of pupils with SEND may find the following documents helpful:

<http://www.rsresources.org.uk/docs/Syllabus/A%20Inclusion%20SEN%20and%20GT.pdf>

<https://dera.ioe.ac.uk/13807/1/religiouseducationre.pdf>

<https://dera.ioe.ac.uk/13806/1/religiouseducationre.pdf>

Acknowledgements (to include Richard Kueh, Kate Christopher, curriculum writers)

Agreed Syllabus Conference and SACRE members

To be confirmed

DRAFT

ANNEX B Proposed Amended Constitution

The Norfolk Standing Advisory Council on Religious Education (SACRE)

CONSTITUTION AND PROCEDURES

A. The Statutory Framework

A1 STATUS

Under section 390 [1] of the 1996 Education Act, the local authority has a statutory duty to constitute a standing advisory council on religious education.

A2 PURPOSES

Section 391 [1] requires SACREs to advise the local authority on matters connected with:

- (i) religious worship in community schools or in foundation schools which do not have a religious character, and
- (ii) religious education given in accordance with an agreed syllabus.

These may be matters the authority refers to SACRE or others as the council may see fit. They include, in particular, methods of teaching, the choice of materials and the provision of training for teachers (391 [2]).

SACRE must also carry out the functions conferred on them by section 394-5, that is, the determination of cases in which the requirement for Christian Collective Worship is not to apply and the consequent review of such determinations. The requirements and procedures for determinations are also given in these sections.

A3 MEMBERSHIP

Section 390 (2-5) requires SACRE to consist of groups of persons appointed by the local authority as representative members of the following:

- A. such Christian denominations and other religions and denominations of such religions as, in the opinion of the authority, will appropriately reflect the principal religious traditions in the area;
- B. the Church of England;
- C. such associations representing teachers as, in the opinion of the authority, ought to be represented, having regard to the circumstances of the area; and
- D. the local authority.

The numbers appointed to each group should be consistent with the efficient discharge of the group's functions and reflect broadly the proportionate strength of a denomination or religion in the area (392 [2]). The LA should take reasonable steps to ensure that a SACRE member is, and continues to be, representative of their particular religion, denomination or association (393 [3]).

SACRE may also include co-opted members. Such members may only be co-opted by appointed members of SACRE. A person co-opted as a member of the council shall hold office on such terms as may be determined by the members co-opting them (392 [5]).

Members may resign at any time (392 [6]).

A4 VOTING AND OTHER PROCEDURES

On any question to be decided by SACRE only the 4 representative groups (see A3 above) are entitled to vote, each group having a single vote. (390 [7])

A5 AGREED SYLLABUS REVIEW

The representative groups on SACRE, except the Local Authority group, may at any time require a review of the current Agreed Syllabus for Religious Education. Each group has a single vote on the issue. (390 [3-4])

On written notification of such a requirement, the LA must convene an Agreed Syllabus conference to reconsider the Agreed Syllabus. (390 [5])

A6 ANNUAL REPORT

SACRE must publish an annual report on how they have exercised their functions during the previous year and a copy sent to the Qualifications and Development Agency. (390 [6-7])

The council's report must

- i. specify any matters on which SACRE has given advice to the authority,
- ii. broadly describe the nature of the advice given, and
- iii. where matters were not referred to SACRE by the authority, give their reasons for offering such advice.

A7 PUBLIC ACCESS TO MEETINGS AND DOCUMENTS

SACRE meetings must be open to the public, with prescribed exceptions (397 [1-3]).

- i. Notice should be given of the time and place of meetings.
- ii. Copies of agendas and reports must be available for inspection by members of the public at cost price.

A8 VALIDITY OF PROCEEDINGS

The validity of any proceedings of the SACRE or of any representative group within the SACRE shall not be affected by either:-

- i. any vacancy amongst representative members;
- ii. any assertion that a representative does not at the time represent the denomination or associations for which he/she was appointed.

B. Locally Determined Procedures

Section 392 of the 1996 Education Act provides a SACRE with the power to regulate its own proceedings in relation to many areas of the statutory framework.

Norfolk has established the following guidance on membership and on procedures for the conduct of its business:

B1 MEMBERSHIP

The Local Authority is responsible for appointing members of SACRE (see A3). All members should have an interest or experience in Children's Services, especially education, and Religious Education in particular, eg. School Governor, community youth worker, teacher.

Norfolk SACRE membership is as follows:

Committee A – Representatives of Christian denominations, other Religions and World Views

Sixteen persons to be appointed by the LA after consultation with the faith communities:

- One to represent the Roman Catholic Church
- One to represent the Orthodox Churches
- Four to represent larger Free churches (e.g. Baptist /Methodist / URC/New Life)
- Two to represent smaller Free churches (e.g. Salvation Army / Pentecostal / House Churches, Religious Society of Friends)
- Seven from other world faiths represented in Norfolk (e.g. Muslim, Jewish, Hindu, Sikh, Buddhist, Baha'i)
- **One to represent a nationally recognized humanist organization, such as Humanists UK**

Committee B – Representatives of the Church of England

Four persons to be appointed by the LA after consultation with the appropriate Diocesan Boards of Education.

- Three to represent the Diocese of Norwich
- One to represent the Diocese of Ely

Committee C – Representatives of the Teachers' Associations

Seven persons to be appointed by the LA after consultation with the appropriate Teachers' Associations, from:

- **Two** persons (other than headteachers) to represent Professional Associations included on the Teachers' Joint Consultative Group (**one from each phase**).
- **Two** persons to represent the Headteachers' Phase Consultative Groups (Norfolk Association of Secondary Headteachers (NASH) / Primary Headteachers' Consultative Group (SNAPP))
- **One person to represent Special Schools'**
- **Two** persons to represent RE Teacher Associations in the area (**one from each phase**).

Committee D – Representatives of the Local Authority

- Four county councillors appointed by the County Council Cabinet

Co-opted members

- Additional persons shall be co-opted to SACRE by other appointed members as appropriate, to give representation to Trusts and other educational bodies or groups in the area with an interest or an expertise in an area of its work.
- Members so co-opted, shall not vote although their views are sought when questions are debated.
- Co-options shall be reviewed at the same time as the general membership of SACRE.

LA officers

- LA officers servicing SACRE shall normally attend each full SACRE meeting.

B2 MEETINGS

- i. Full SACRE meetings shall take place no fewer than three times a year; these meetings shall be open to the public and observers welcome.
- ii. The dates and venues for these meetings shall be published on the County Council website.
- iii. In addition, an annual SACRE training workshop or conference shall be planned for headteachers and other interested parties.

B3 OFFICERS

- i. There shall be a Chairperson and Vice-chairperson who shall be elected at the first meeting of the academic year.
- ii. The same person shall not normally serve for more than three years.
- iii. The Local Authority shall appoint the Clerk to SACRE.

B4 Monitoring and Development Group

SACRE shall appoint a monitoring and development group comprised of the Chair, one person from each of the representative committees, and such co-opted members as deemed appropriate by SACRE to:

- i. oversee the work of the SACRE development plan and bring a report to the full SACRE meetings
- ii. to advise the chair and clerk to SACRE of items for the forthcoming SACRE agendas.
- iii. to support the work of the Primary RE adviser and the Secondary RE consultant
- iv. to carry out tasks presented to them as part of the development plan.

The group will meet at least once between full SACRE meetings and as is deemed necessary by the group.

The composition of the group will be reviewed in the early Spring term SACRE meeting each year.

B5 ATTENDANCE AND TENURE OF OFFICE

- i. Membership, and the representative nature of the different groups, shall be reviewed annually in the Spring meeting.
- ii. Members of SACRE shall not normally serve for more than six consecutive years.
- iii. Members of SACRE may send a substitute to a meeting if they are unable to attend, however, the LA may remove any representative or co-opted member who has failed to attend consecutive meetings for a year without valid reason.
- iv.

B6 Agenda

Matters for the agenda shall be sent to the clerk at least 21 days in advance of the meeting.

The agenda is set by negotiation between the clerk, chairperson, vice chairperson and LA officers.

B7 Annual Report

The council's report must report on (QCA Jan 2008):

- I the standards and quality of RE provision
- ii managing the SACRE and partnership with the LA and other key stakeholders
- iii the effectiveness of the local agreed syllabus
- iv collective worship
- v the contribution of the SACRE to the community cohesion agenda

B8 REVIEW OF CONSTITUTION

- i. Section (B) of this constitution shall be reviewed briefly in the first meeting of the academic year.
- ii. In the event of new legislation concerning SACREs, a review of the whole document shall take place at the first possible SACRE meeting.

Norfolk County Council

Record of Cabinet Member decision

| | |
|--|----------------------|
| Responsible Cabinet Member: | |
| Cllr Greg Peck | |
| Background and Purpose: | |
| Report recommending Disposal of Former PRU, Elm Road, Thetford (3099/022) | |
| Decision: | |
| To approve the freehold sale of the Former PRU, Elm Road, Thetford to Breckland District Council for £250,000 (Two hundred and fifty thousand pounds) | |
| Is it a key decision? | No |
| Is it subject to call in? | Yes |
| If Yes – Deadline for Call in | Date: 11 July |
| Impact of the Decision: | |
| The disposal of this vacant property will secure a capital receipt for NCC and preserve the opportunity of achieving additional value should Overage provisions occur. In addition, holding costs including empty property business rates and security provision will be curtailed. The disposal to Breckland DC will facilitate the opportunity for the District Council to provide a specific service need | |
| Evidence and reason for the decision: | |
| Disposal of a surplus asset to partner organisation. | |
| Alternative options considered and rejected: | |
| Various alternative disposal options including an examination of the benefits | |

or otherwise of securing an alternative planning permission AND the benefits or otherwise of managing an open market sale through a traditional estate agency commission or via an auction sale. The conclusion was that in the absence of the offer from BDC the most efficient method of disposal would be to seek an early transaction at Auction on the basis of current use value acknowledging that a purchaser would allow for some future hope value for an alternative planning use. Seeking a planning permission ahead of a sale would increase further NCCs exposure to additional holding costs without any certainty that any significant added value could be secured given the site restrictions stated above. It is felt that a third-party purchaser would be best placed to pursue this option whilst NCC secures a capital receipt without further exposure to risk.

Financial, Resource or other implications considered:

This disposal achieves a capital receipt to support the Council's capital programme or the repayment of debt. Furthermore the disposal contributes to a reduction in property expenditure and financial efficiency through reduction in the number of sites and buildings retained.

Record of any conflict of interest:

None

Background Documents:

B&P Committee report and minutes 4th September 2018 and 9th October 2018 respectively, AND minutes 6th November 2018.

Date of Decision:

4 July 2019

Publication date of decision:

4 July 2019

Signed by Cabinet member:

I confirm that I have made the decision set out above, for the reasons also set out

Signed Cllr Greg Peck

Print name Cllr Greg Peck

Date 4 July 2019

Accompanying Documents:

Report of the Head of Finance and Commercial Services

Report to Cabinet Member for Commercial Services and Asset Management

| | |
|------------------------------------|--|
| Report title: | Disposal of Former PRU, Elm Road, Thetford (3099/022) |
| Date of meeting: | Not applicable |
| Responsible Cabinet Member: | Cllr Greg Peck, Cabinet Member for Commercial Services and Asset Management |
| Responsible Director: | Simon George, Executive Director of Finance and Commercial Services |
| Is this a key decision? | No |

Executive Summary

The subject property has been declared surplus to Council requirements as part of the systematic approach to reviewing the use and future needs of property assets for service delivery and where appropriate to minimise the extent of the property estate retained for operational purpose.

In supporting the Council's priority of pro-actively releasing property assets with latent value, the property At Elm Road, Thetford is considered suitable for disposal in return for a capital receipt. The Head of Property has explored options for disposal including seeking expressions of interest from partner local Councils who were able to demonstrate a service need supported by a business case to acquire the property at market value.

As a result, terms have been agreed with Breckland District Council for the freehold transfer of the property at market value.

Recommendation

The Cabinet Member for Commercial Services and Asset Management is asked to approve the freehold sale of the Former PRU, Elm Road, Thetford to Breckland District Council for £250,000 (Two hundred and fifty thousand pounds).

Actions required

For Cabinet Member to confirm approval to Head of Property so that he may instruct NP Law to complete the legal transfer of this asset.

1. Background and Purpose

- 1.1 The former Pupil Referral Unit at Elm Road ceased operation in 2011. Part of the premises were subsequently used by Adult Care Services and Community Services, but all occupation ceased in 2013 and the site was nominated for

disposal via NPS Property Services.

- 1.2 Advice from NPS reported that re-development for alternative uses including housing is restricted due to the proximity of the site to a protected area for Stone Curlews. Alternatives for re-use of the buildings were considered including a Capital Bid for development by Adult Social Services for a Community Hub. This Bid was abandoned in early 2018.
- 1.3 In preparing a report to the Business & Property Committee (4th September 2018) it was noted that there were significant holding costs, consisting of business rates and security costs. The buildings were subject to regular acts of vandalism whilst remaining empty.
- 1.4 The site was formally declared surplus to all Norfolk County Council requirements by the Business & Property Committee 04/09/2018. In the following October Committee meeting this decision was deferred until the end of December 2018 so that a community group interest could be appraised, this did not materialise, and the initial interest shown was withdrawn.
- 1.5 As directed by the Committee the Head of Property considered options for disposal including, with or without planning permission, self-development (via Repton), or leasing out and concluded that this site should be disposed of by way of public auction thereby mitigating future liabilities of retaining the site. A valuation appraisal was carried out by NPS based on the assumption of current use value which amounted to £250,000 (Two hundred and fifty thousand pounds). Breckland District Council (BDC) approached the County Council identifying a service requirement that could be accommodated at the property for the purposes of providing short term housing needs in Breckland. Negotiations were commenced with BDC for a freehold transfer of the property subject to business case approval by District Council Members.

2. Proposals

- 2.1. Heads of Terms have been negotiated for the property to be transferred from NCC to BDC on the basis of existing use value, £250,000 (Two hundred and fifty thousand pounds), including an overage provision for any improved value achieved through future planning permissions to be shared equally between the Councils.

3. Impact of the Proposal

- 3.1. The disposal of this vacant property will secure a capital receipt for NCC and preserve the opportunity of achieving additional value should Overage provisions occur. In addition, holding costs including empty property business rates and security provision will be curtailed. The disposal to BDC will facilitate the opportunity for the District Council to provide a specific service need.

4. Alternative Options

- 4.1. The Head of Property considered various alternative disposal options including an examination of the benefits or otherwise of securing an alternative planning permission AND the benefits or otherwise of managing an open market sale through a traditional estate agency commission or via an auction sale. The

conclusion was that in the absence of the offer from BDC the most efficient method of disposal would be to seek an early transaction at Auction on the basis of current use value acknowledging that a purchaser would allow for some future hope value for an alternative planning use. Seeking a planning permission ahead of a sale would increase further NCCs exposure to additional holding costs without any certainty that any significant added value could be secured given the site restrictions stated above. It is felt that a third-party purchaser would be best placed to pursue this option whilst NCC secures a capital receipt without further exposure to risk.

5. Financial Implications

- 5.1. This disposal achieves a capital receipt to support the Council's capital programme or the repayment of debt. Furthermore, the disposal contributes to a reduction in property expenditure and financial efficiency through reduction in the number of sites and buildings retained.

6. Resource Implications

- 6.1. **Staff:**
Not applicable.
- 6.2. **Property:**
Contributes to a reduction in the size of the property estate.
- 6.3. **IT:**
Not applicable.

7. Other Implications

- 7.1. **Legal Implications:**
For disposals in the usual way the legal implications are around the parties agreeing to the terms of the agreement for each acquisition and disposal and entering a contract.
- 7.2. **Human Rights implications**
Not applicable.
- 7.3. **Equality Impact Assessment (EqIA) (this must be included)**
This site has been a long term vacant property and an EqIA is considered not applicable.
- 7.4. **Health and Safety implications (where appropriate)**
No implications.
- 7.5. **Sustainability implications (where appropriate)**
The existing building will be reused.
- 7.6. **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 take into account.

8. Risk Implications/Assessment

- 8.1. Whilst Heads of Terms have been agreed between the parties, the disposal is not completed until all due diligence and legal documentation is approved and signed. There is a risk that unknown matters may arise causing delay or cessation of the transaction.

9. Select Committee comments

- 9.1. Not applicable

10. Recommendation

- 10.1. The Cabinet Member for **Commercial Services and Asset Management** is asked to approve the freehold sale of the Former PRU, Elm Road, Thetford to Breckland District Council.

11. Background Papers

- 11.1. B&P Committee report and minutes 4th September 2018 and 9th October respectively, AND minutes 6th November 2018.

Officer Contact

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

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Report to Cabinet

Item No. 13

| | |
|------------------------------------|---|
| Report title: | Norwich Airport – Equity Sale |
| Date of meeting: | 15 July 2019 |
| 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

In March 2004 Norfolk County Council and Norwich City Council sold 80.1% of their shares in Norwich Airport Limited to Omniport Norwich Limited. In the intervening period Omniport Norwich Limited has been sold to Regional and City Airports Limited.

Regional and City Airports Limited on 13 February 2019 approached the Leaders of Norfolk County Council and Norwich City Council, and the directors of Legislator 1656 Limited offering to purchase their shares in Norwich Airport Limited. Legislator 1656 Limited is a company jointly owned by the two councils.

As part of the offer to purchase the shares, Regional and City Airports Limited offered to enter into an ongoing engagement arrangement with both councils.

Officers from both councils and the directors of Legislator 1656 Limited have worked together to consider whether the offer represents value for money. The councils and Legislator 1656 Limited commissioned an independent valuation of Norwich Airport Limited and had further discussions with Regional and City Airports Limited. On 12 June 2019 Regional and City Airports Limited made a revised offer which officers believe demonstrates value for money.

Norwich City Council and the directors of Legislator 1656 Limited will be considering similar reports on the offer.

Recommendations

- 1) Consider and approve the sale of Norfolk County Council's shares in Norwich Airport Limited to Regional and City Airports Limited.**
- 2) Subject to agreeing to the sale of the county council's shares in Norwich Airport Limited, consider and agree to enter into a 15-year ongoing engagement agreement with Norwich Airport Limited.**

1. Background and Purpose

- 1.1. In March 2004 Norfolk County Council and Norwich City Council sold 80.1% of their shares in Norwich Airport Limited to Omniport Norwich Limited. In the intervening period Omniport Norwich Limited has been sold to Regional and City Airports Limited.

- 1.2. Regional and City Airports Limited (RCA) wrote to the Leaders of Norfolk County Council, Norwich City Council and the directors of Legislator 1656 Ltd on the 13 February 2019 offering to purchase their shares in Norwich Airport Limited.
- 1.3. As part of the offer to purchase the shares, RCA offered to enter into an ongoing engagement arrangement with both councils.
- 1.4. RCA already owns 80.1% of Norwich Airport Limited. The remaining 19.9% is owned by Norfolk County Councils 9%, Norwich City Council 6% and Legislator 1656 Limited 4.9%. Legislator 1656 Limited is jointly owned by the two councils.
- 1.5. Norwich City Council and the directors of Legislator 1656 Limited will be considering similar reports on the offer.

2. Proposal

- 2.1. RCA's original offer consisted of three elements:
 - a cash payment for the shares in Norwich Airport Limited;
 - a proposed mechanism to ensure ongoing engagement between Norwich Airport Limited, Norfolk County Council and Norwich City Council;
 - a willingness to extend the Overage Agreement.
- 2.2. The cash offer was for the 19.9% owned directly by the councils and Legislator 1656 Ltd and was based on an independent valuation produced by GVA Grimley Limited (GVA) in 2017. The GVA report was produced for bank funding purposes as part of a refinancing exercise and it has been shared on a confidential basis with the councils and Legislator 1656 Limited.
- 2.3. The proposal for the ongoing engagement is a legally binding agreement that provides for constructive meetings between the councils and the Norwich Airport Limited with a briefing from the managing director and relevant members of the airport management team. Both councils would nominate a representative to attend these briefings which RCA would ideally like to be the Leader of each council.
- 2.4. When the councils sold 80.1% of their shares in Norwich Airport Limited in March 2004, an Overage Agreement was put in place for 80 years until 2 March 2084 (This agreement requires that the councils and Legislator 1656 are paid an element of the proceeds if the land is sold for purposes other than aviation). The purpose of this was to ensure that as far as possible that the current site would remain an operational airport. Whilst this does not prevent the owner from seeking to change the use of the site and develop some of the land for some purposes other than an airport, it does make it a much less attractive proposition to someone minded to take that route. The councils were requested to express a view on whether extending the Overage Agreement is of interest and the duration of a proposed extension.
- 2.5. RCA proposed that if the councils and Legislator 1656 Limited were interested in selling their shares they would be looking to complete the transaction within 6 months from their letter dated 13 February 2019.

3. Independent Valuation and Value for Money Assessment

- 3.1. The councils and Legislator 1656 Ltd commissioned Lovewell Blake to provide an independent valuation to assess whether the offer represents value for money.
- 3.2. After signing non-disclosure agreements with RCA, the GVA report and other financial information provided by Norwich Airport Limited was shared with Lovewell Blake.
- 3.3. Lovewell Blake produced their own valuation report. Similar to the GVA report, Lovewell Blake used earnings as a basis for their valuation of Norwich Airport Limited's shares. Other valuation methods were considered but as the fixed assets are intrinsically linked to the airport operation and have limited value outside of this, they judged the earnings basis the most appropriate.
- 3.4. The Lovewell Blake market valuation is higher than the GVA report. The reasons for this are:
 - the GVA valuation report uses historic information for Norwich Airport Limited and having reviewed more recent information Lovewell Blake assessed the recurring profit as higher than that used in the GVA report;
 - Lovewell Blake assessed that the profit multiple used in their valuation should be higher than that used in the GVA report;
 - Lovewell Blake assessed the value of the call centre at a higher value than that included in the GVA report because of a recent revaluation.

4. Alternative Proposal

- 4.1. After considering the Lovewell Blake report, the Leaders of both councils and the directors of Legislator 1656 Ltd responded to the offer on 17 May 2019 with an alternative proposal for RCA to purchase the shares for a higher valuation based on the Lovewell Blake report and for the councils to enter into an ongoing engagement agreement with Norwich Airport Limited.
- 4.2. The councils and Legislator 1656 decided that they did not wish to pursue the extension of the Overage Agreement as it has a long period before it expires, and it would be difficult to apply a value to any extension request.

5. Negotiations

- 5.1. Following further negotiations, officers and RCA have agreed a revised valuation for the purchase of the shares as set out in the exempt appendix which officers believe demonstrates value for money.
- 5.2. As part of the negotiations, heads of terms have been agreed that propose on completion of the sale of shares, Norfolk County Council and Norwich City Council enter into a 15-year engagement agreement with Norwich Airport Limited with the intention to hold 2 meetings per annum at 6 monthly intervals. The objective of the meetings is to exchange information with each other relating to the current performance and future development of Norwich Airport to support the objective of having a successful airport in the region.

- 5.3 Officers from both councils and the directors of Legislator 1656 Limited have worked together to consider whether the offer represents value for money. The councils and Legislator 1656 Limited commissioned an independent valuation of Norwich Airport Limited and had further discussions with Regional and City Airports Limited. On 12 June 2019 Regional and City Airports Limited made a revised offer which officers believe demonstrates value for money.

6. Impact of the Proposal

- 6.1. The council will no longer be a minority shareholder in Norwich Airport Limited. However, the council would still have an involvement with Norwich Airport by entering into an ongoing engagement agreement with Norwich Airport Limited.

7. Evidence and Reasons for Decision

- 7.1. The council has received an approach to buy its shares in Norwich Airport Limited and has made an assessment that the offer demonstrates value for money. The sales proceeds will be used to deliver other council services.

8. Alternative Options

- 8.1. The alternative option is for the county council to reject the offer from RCA and continue to be a minority shareholder in Norwich Airport Limited.

9. Financial Implications

- 9.1. The county council receives no dividend from its Norwich Airport Limited shares and it is unlikely to do so in the foreseeable future. If the county council agrees to sell its shares in Norwich Airport Limited, the council will receive a capital receipt which will be used to deliver investment in council services and assets. Further financial details are set out in the exempt appendix to this report which Cabinet needs to take into account when making its decision.

10. Resource Implications

- 10.1. **Staff:**

N/A

- 10.2. **Property:**

N/A

- 10.3. **IT:**

N/A

11. Other Implications

- 11.1. **Legal Implications:**

N/A

- 11.2. **Human Rights implications**

N/A

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

N/A

- 11.4. **Health and Safety implications**

N/A

11.5. **Sustainability implications**

N/A

11.6. **Any other implications**

N/A

12. Risk Implications/Assessment

- 12.1. There is a risk that the council sells its shares for less than market value. However, this has been mitigated by commissioning an independent valuation of Norwich Airport Limited.

13. Select Committee comments

- 13.1. N/A

14. Recommendations

- 14.1. It is recommended that Cabinet:
- 1) Consider and approve the sale of Norfolk County Council's shares in Norwich Airport Limited to Regional and City Airports Limited.
 - 2) Subject to agreeing to the sale of the county council's shares in Norwich Airport Limited, consider and agree to enter into a 15-year ongoing engagement agreement with Norwich Airport Limited.

15. Background Papers

- 15.1. Exempt appendix containing commercial and confidential financial information.

Officer Contact

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

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