

Appendix A: Indicative East/West Split

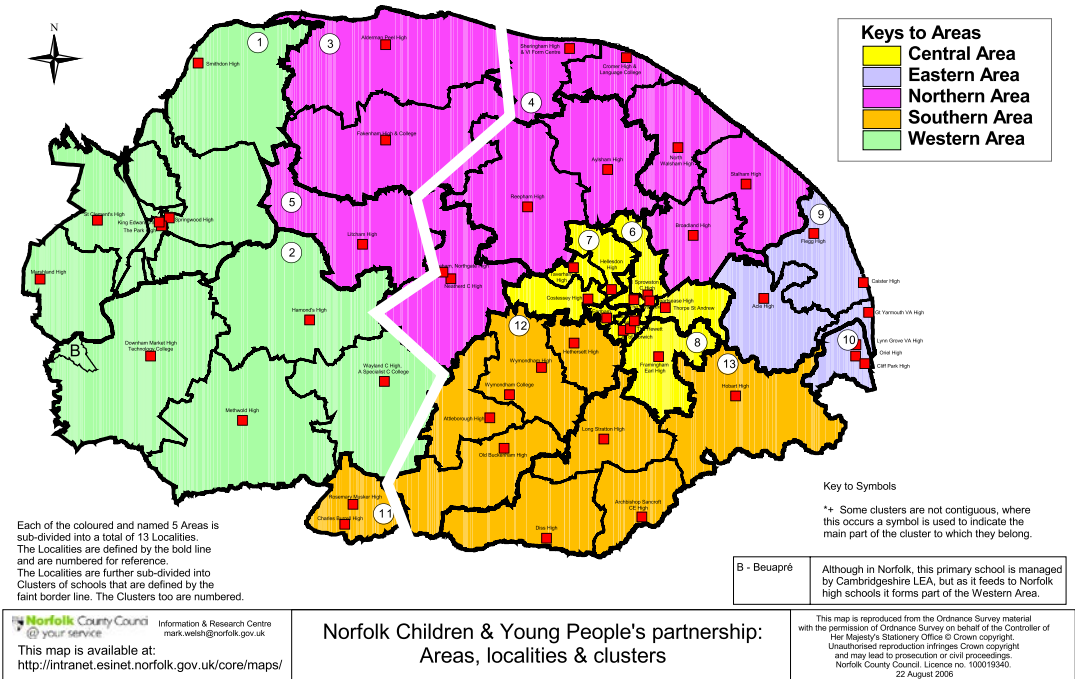
The map on page 6 illustrates the concept we are promoting. It remains our understanding that the Boundary Committee will ultimately decide the boundaries, using parish boundaries as the basic building block. However, in order to illustrate the size and scope of the new councils, the map below shows the areas that have been used. Our division of Norfolk into east and west roughly follows the B1110 / B1146 / A1075 / B1111 from Holt south to a point to the east of Thetford.



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This split provides councils of the following sizes		
	West Norfolk	East Norfolk
Area (Ha)	286,970	262,753
Population	235,005	574,595

The concept of deviding Norfolk into east and west bears scrutiny. The map of the Police Safer Neighbourhood areas (page 15) and of High School catchment areas (Children's Services below) show how an east/west solution could be constructed.



Appendix B: Stakeholder Engagement

Who	What
Councillors	Presentation to Full Council (October 2007), briefing letter circulated and further update planned for all councillors
Cabinet Task Group	Cross-party member group meeting regularly
King's Lynn ward councillors	Special briefing for councillors in unparished town, with a range of views on potential advantages of unitary local government in urban area
Members of Parliament and local representatives in House of Lords	Briefing provided
Town and Parish Councils	Two briefings open to all members, including meeting with representatives of our two main parished towns, Hunstanton and Downham Market. Positive feedback regarding engagement in process and list of key questions and answers drawn up. Keen to be involved in drawing up more detailed proposals regarding the Local Service Forums
Local Businesses	Briefing to local Chamber of Commerce and letters sent to over 150 businesses. Feedback suggests <ul style="list-style-type: none"> • a preference to be geographically close to where decisions are made • a recognition of the positive role local councils can play in economic support and development • the need to ensure that recent momentum in King's Lynn in particular isn't lost through the reorganisation process.
Voluntary and Community Sector	Briefing scheduled for May 08
Local Partner organisations	Briefing on process to Local Strategic Partnership; more detailed briefing offered to local partners
Staff and unions	Briefings and newsletters for staff, including meetings with union reps and presentation to Unison AGM
Media Briefing	Briefing for local print and broadcast media; various press releases issued, focused in the west due to regionalised print media
Schools and Education	Correspondence with Chairs of Governors of schools in western catchments
Public Consultation	It was originally anticipated that the scheduled period of public consultation would test a number of options with public and stakeholder opinion, and it was on that understanding that we have not put additional resources into consultation



Appendix C: Research and References

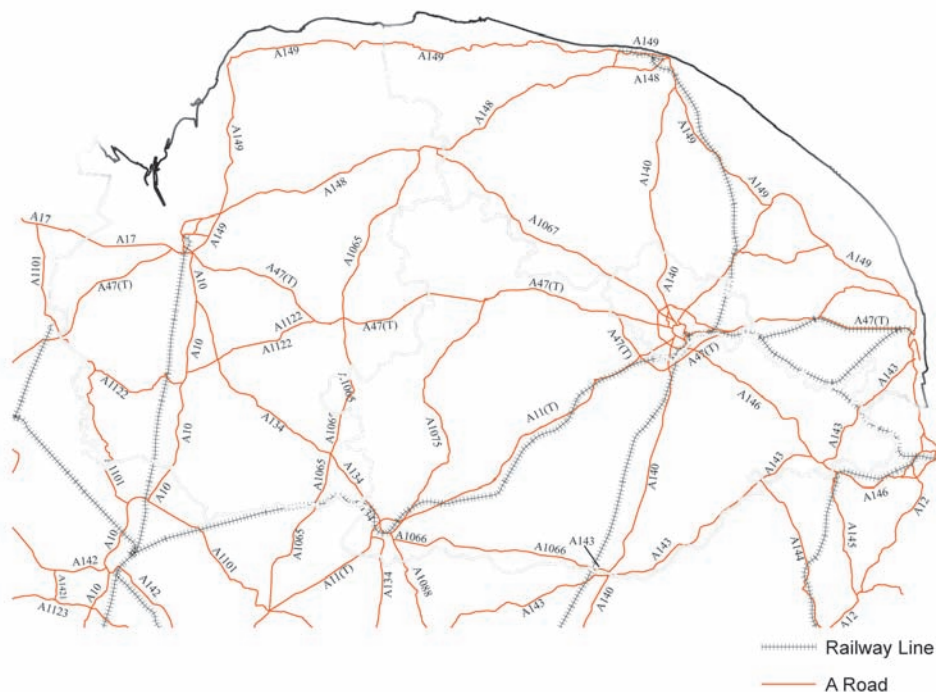
The following documents provide supporting evidence to our submission. They are all available from www.visitdawn.com, our on-line data observatory. Please use the contact details provided on page 2 to request log-in details.

Title	Description	Published	Author
BME Housing Research Report	A report analysing the housing and support needs of Norfolk and Waveney's Black and Minority Ethnic (BME) groups	August 2007	Fordham Research
Differentiating Rural Areas In West Norfolk	A study into the differentiating of rural areas in West Norfolk	January 2007	Borough Council of King's Lynn & West Norfolk
Norfolk Evidence Portfolio - Environment	Key environmental issues and challenges facing Norfolk	June 2007	Small Fish Strategy Consultants
Rural East Anglian Partnership Executive Summary	Key findings from the Strategic Housing market assessment		Fordham Research
The Norfolk Coast AONB - The Housing Market and Affordable Housing	A study into existing evidence to help develop effective regional and local housing strategies	March 2005	Three Dragons
East of England - Urban Area Profiles	Framework for urban collaboration in the East of England - Urban area profiles	Oct 2006 (Updated May 2007)	SQW Consulting
East of England - Urban Collaboration - Summary	Framework for urban collaboration in the East of England - Non-technical Summary	May 2007	SQW Consulting
King's Lynn Urban Renaissance Strategy	This document sets out an Urban Development Strategy for King's Lynn. It provides a basis from which the creation of a better built environment can be planned and implemented	2006	Borough Council of King's Lynn & West Norfolk
LGA Productivity & Place - Rural	Examines economic performance in 44 remote rural areas identified within DEFRA's PSA4 targets (includes West Norfolk)	September 2007	Globe Ltd
LGA Prosperous Communities II	The LGA's submission to the Government's review of sub-national economic development and regeneration		Local Government Association
LGA Thriving Local Communities - Technical Appendix	This document presents a map of the sub-regional economies of England and an analysis of potential criteria for mapping sub-regional economies	January 2007	Public and Corporate Economic Consultants
LGA Thriving Local Communities - Literature Review	An overview to understand how other investigators have addressed the problem of identifying functional economic areas	February 2007	Public and Corporate Economic Consultants
Norfolk Evidence Portfolio - Skills	Key environmental issues and challenges facing Norfolk	July 2007	Small Fish Strategy Consultants
Town Centres Study	A document to inform and guide retail and leisure planning for King's Lynn & West Norfolk	September 2006	GVA Grimley
Deprivation in Rural Norfolk	Commissioned through the Investing in Communities programme for Norfolk	August 2007	Fordham Research
Norfolk Evidence Portfolio - Access	Key access issues and challenges facing Norfolk	June 2007	Small Fish Strategy Consultants
Norfolk Evidence Portfolio - Vibrant Communities	Key social issues and challenges facing Norfolk	June 2007	Small Fish Strategy Consultants
SSCF Implementation Plan	This document sets out the strategy for neighbourhood renewal within the disadvantaged communities of King's Lynn	January 2006	West Norfolk Partnership
Travellers Survey Final Report May 2006	This project assesses service needs for Gypsies and Travellers in the Cambridge area	May 2006	Cambridgeshire County Council
Urban Capacity Study - Full Report	Focusing on the potential for future development of King's Lynn	March 2006	Borough Council of King's Lynn & West Norfolk
A view from the West	Presentation of initial evidence to the Boundary Committee for England	November 2007	Borough Council of King's Lynn & West Norfolk
Presentation	Presentation of further evidence to the Boundary Committee for England	March 2008	Borough Council of King's Lynn & West Norfolk

Appendix D: Maps

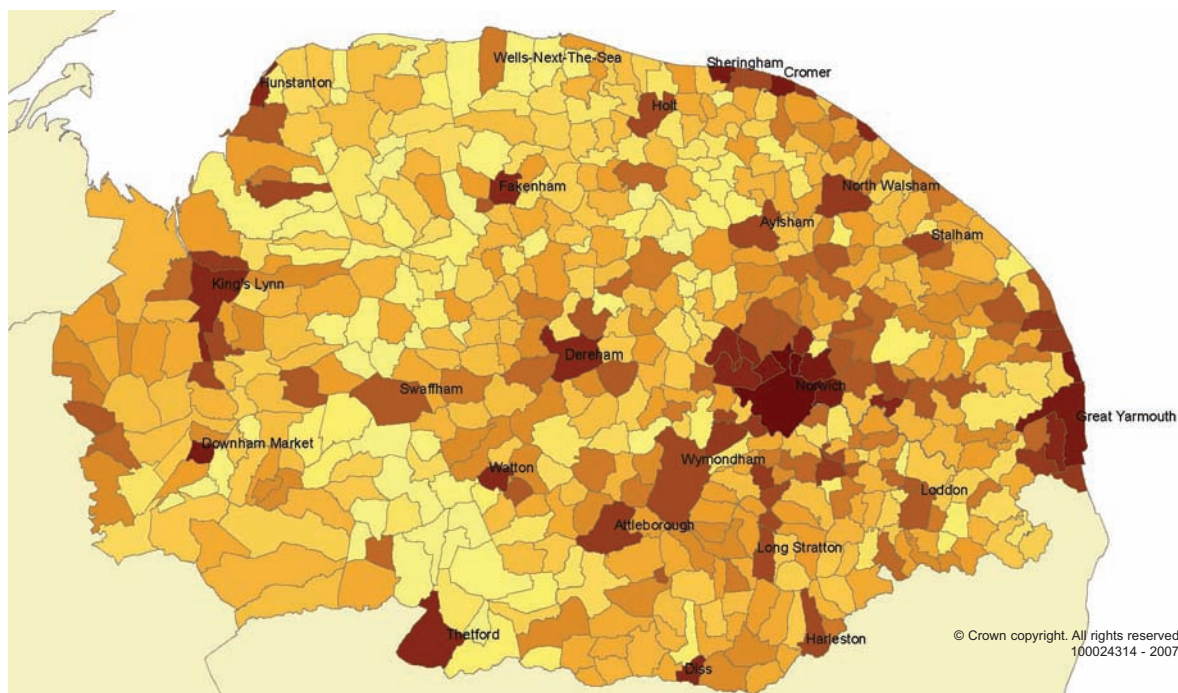
1. Transport Infrastructure

Showing the principal road and rail connections across Norfolk and the focus of these around King's Lynn and Thetford as gateways to the County.



2. Population Density

Showing the concentration of populations in the County's three main towns of Norwich, Great Yarmouth and King's Lynn together with its market towns. It also shows the relative sparsity of the west, particularly in a band running north-south from Wells through Swaffham to Thetford.

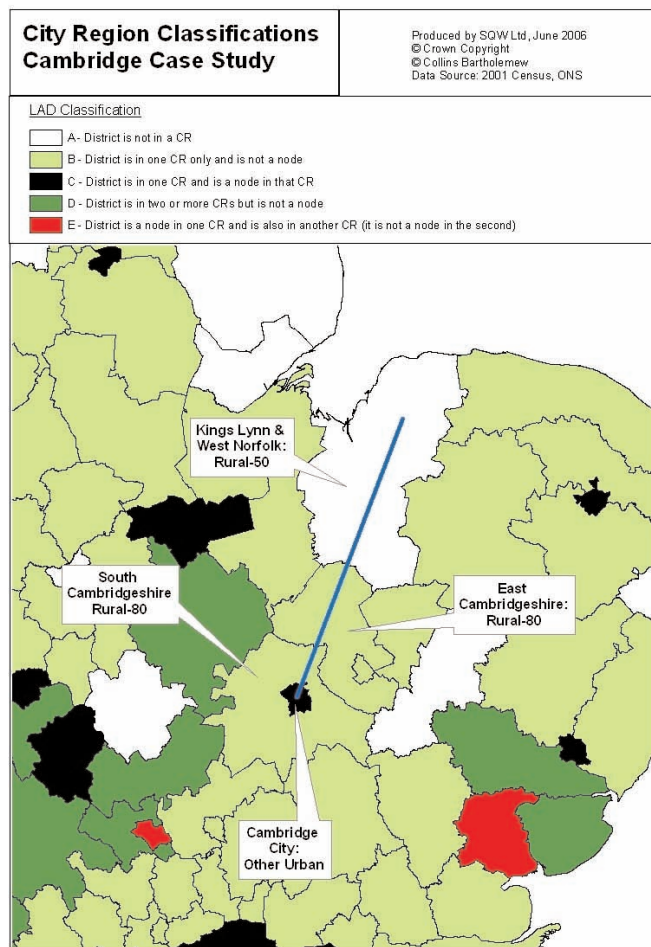


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3. City Region Classification

Showing that west Norfolk lies outside the influence of existing cities, which is why King's Lynn performs the equivalent function of bigger cities and towns in the region, as a service and employment centre and as the engine of its sub-regional economy.



4. Travel to work areas

Defined as areas where 75% of the resident population also work within the same area. This is based on the 2001 census and shows four travel to work areas for Norfolk.



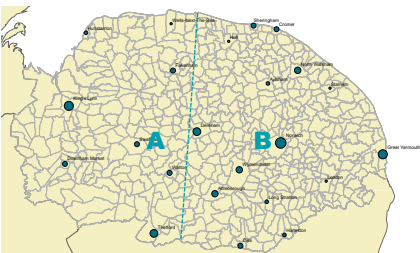
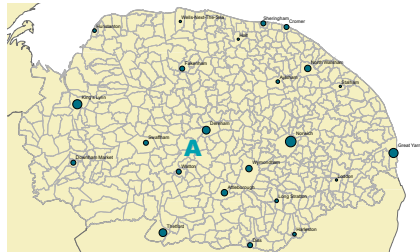
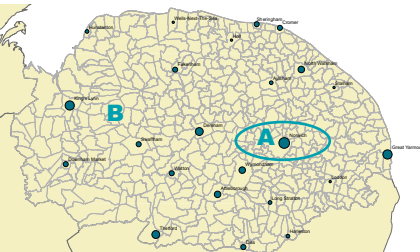
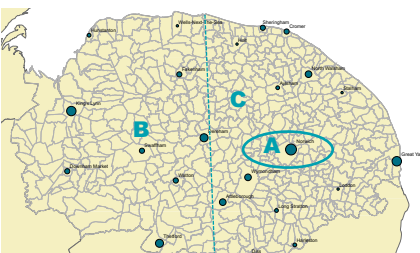
Appendix E: Tackling Local Issues

A number of issues are unique to the west of Norfolk. Whilst not ignoring those issues facing the east of the county, we are more informed about our own 'patch' and therefore wanted to provide a short indication of how a new unitary may help tackle some of these more entrenched issues. The following challenges have been highlighted through the West Norfolk Partnership's community strategy and data observatory.

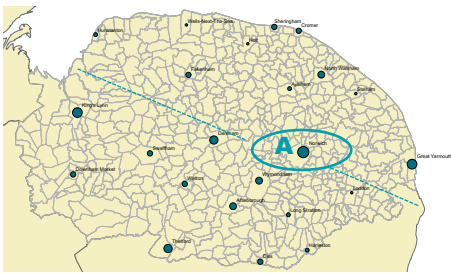
Challenges	Advantages of a Unitary Council	Outcomes
1. Poor educational attainment and low aspirations. Levels of skills and qualifications below the county and in turn national averages.	<ul style="list-style-type: none"> greater influence over the pre-14 agenda, and thus greater scope to positively impact on the NEET, school exclusions and other relevant indicators co-ordination of building schools for future programme opportunity to realign school catchments areas as part of a more fundamental review of future provision, ensuring relevance for the next 20 – 30 years greater ability to develop extended schools as local service centres, particularly in those more remote areas not already served by public infrastructure 	Young people achieve their potential and the workforce is equipped with better, appropriate skills
2. Economic Renewal How to secure the regeneration of a rural area reliant on agriculture and food-based manufacturing,	<ul style="list-style-type: none"> More influence regionally and greater ability to draw down external funding greater control over planning and delivery of major regeneration schemes ensures issues outside Norwich are not ignored can closely align the physical and social regeneration with the skills agenda 	Norwich, King's Lynn and Thetford deliver their growth point plans with King's Lynn, due its unique geography, performing roles and functions comparable to a larger urban area.
3. Rurality and Sparsity The new west Norfolk unitary would by definition be rural and sparsely populated	<ul style="list-style-type: none"> Greater capacity to tackle rural issues – for example those caused by second-home ownership More visible local leadership through single member wards and the option of an elected mayor Local Service Forums – the vehicle for devolving decisions around services 	Local people have clearer, more innovative channels through which to access the services they need, and are clearer about how local service providers can be held to account
4. Inequality West Norfolk is currently one of the most unequal council areas in the country against a range of quality of life indicators	<ul style="list-style-type: none"> Greater focus on health scrutiny and local inequalities – such as the ten-year gap in life expectancy in neighbouring wards Neighbourhood working would improve the targeting of resources to areas of greatest need, moving away from a 'blanket' approach. Improved evidence base and monitoring – simplified LAA arrangements with greater ability to lead possible MAA across the wash estuary (South Lincolnshire and North Cambridgeshire) 	The gap between the best and worst areas on a range of key (LAA) indicators is narrowed, with more deprived areas seeing faster levels of improvement towards the unitary average
5. Cleaner/Greener/Safer issues Local environmental issues are the most important to people's quality of life, often simple issues that are conversely the most difficult to solve	<ul style="list-style-type: none"> Cut through the bureaucracy and confusion with faster resolution of problems and clarity for public and local councillors Builds on the existing 'virtual unitary' in the West 	Higher levels of satisfaction with local services and improved quality of life

Appendix F: Analysis of Unitary Options

The table below summarises our views of the various unitary options we are aware of.

1. Two Unitary East/West	Strengths	Weaknesses
 <p>Conclusion – The option that best reflects the way Norfolk works economically and socially</p>	<ol style="list-style-type: none"> 1 Recognises the sub-regional role of Norwich and King's Lynn – commuting towns, amenity provision, transport, etc 2 Fits pattern of unitaries already established 3 Future-proof – retains option of Yartoft 4 Easier public 'sell' 	<ol style="list-style-type: none"> 1 Requires innovative local engagement structures 2 Doesn't deliver a unitary Norwich 3 Logistically more complex transition arrangements 4 Western area remains geographically large
2. Single County	Strengths	Weaknesses
 <p>Conclusion – Whilst advantages to this model can be seen, in particular financial ones, it ranks well behind the 2 Unitary East / West model</p>	<ol style="list-style-type: none"> 1 Relatively simple to establish 2 Cheapest to establish and run 3 Potential for efficiency savings 4 Clear 'Norfolk identity' 5 Easily understood by residents 6 Large authority able to represent the interests of Norfolk people 	<ol style="list-style-type: none"> 1 Geographically too large 2 Population too large 3 Would require significant devolution / neighbourhood engagement 4 Perception of Norwich-Centric view 5 Too remote 6 For people in the west of the county doesn't fit with how they live their lives 7 No strong recognition of the King's Lynn sub region
3. County Donut	Strengths	Weaknesses
 <p>Conclusion – A solution that provides a Unitary Norwich but has all the disadvantages of a County Unitary for the rest of Norfolk</p>	<ol style="list-style-type: none"> 1 Potential for efficiency savings 2 Strong 'Norfolk identity', but weakened by removal of Norwich 3 Simplified strategic decision-making 4 Recognises sub-regional role of Norwich 5 Reasonably simple transition arrangements 	<ol style="list-style-type: none"> 1 Leaves large, sparsely populated area 2 Removes link between Norwich & Norfolk 3 Complexities between development of Norwich & impact on rest of Norfolk 4 Accessibility / Deliverability Service delivery around Norwich 5 No recognition of the sub regional role of King's Lynn 7. Weakens the Norwich City region
4. Three Unitary E/W & Norwich	Strengths	Weaknesses
 <p>Conclusion – Why split Norwich out from east Norfolk when you might as well establish an eastern unitary to tackle and deliver the growth agenda</p>	<ol style="list-style-type: none"> 1 Eastern area recognises influence of Norwich 2 Easier for Norwich to work with one neighbour 3 Strong role for towns in the West 4 Retains a relatively manageable population / geography 5 Fits with how people live their lives economically and socially 6 Retains and builds on the existing structure, geography and history of communities 	<ol style="list-style-type: none"> 1 Service delivery around Norwich problematic 2 separates Norwich out from much of its economic sub-region 3 growth agenda requires cross-boundary working arrangements 4 more expensive than the two-unitary option

5. Three Unitary Nutcracker



Conclusion – A high risk concept that bears no relationship to the social and economic reality borne out by the evidence

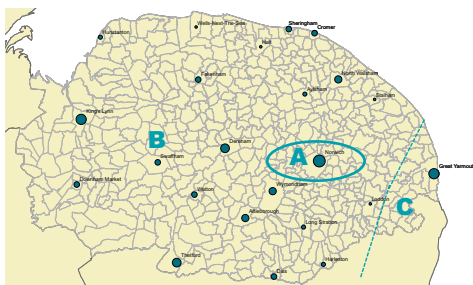
Strengths

- 1 The northern area linked by coast and tourism
- 2 Coastal protection / management concentrated in one authority
- 3 Roughly equal populations
- 4 Similar geographical sizes

Weaknesses

- 1 Goes against how Norfolk works demographically, economically and socially
- 2 New Norwich has to work with more than one neighbour
- 3 The northern area too reliant on one industry (tourism)
- 4 Based too heavily on existing council structures
- 5 Service delivery hampered by road network
- 6 Distance between Yarmouth and Hunstanton, and King's Lynn and Loddon
- 7 Dependency ratio of working population to retired population
- 8 Bears no resemblance to existing structures, geographies and communities
- 9 Splits the recognised King's Lynn economic sub region across two authorities
- 10 No identifiable service benefits over options 2 and 3 but higher running and delivery costs

6. Three Unitary incl 'Yartoft'



Conclusion – Doesn't provide a considered solution that works for the people of Norfolk

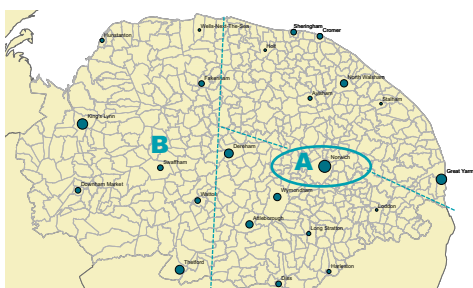
Strengths

- 1 Delivers a unitary Norwich and Yartoft

Weaknesses

- 1 Doesn't reflect the economic
- 2 The 'rest' is too large
- 3 Un-planned residual area
- 4 Service delivery in the remaining area expensive
- 5 How resilient would Norwich and Yartoft authorities be?
- 6 Remoteness from Norwich
- 7 Value of two unitaries based on council areas 'failing' under Use of Resources

7. Four Unitary



Conclusion – Goes against the trend of decisions already made by the Secretary of State

Strengths

- 1 Locality / neighbourhood focus and accountability
- 2 Closest to existing sub-county geographies
- 3 Common factors within areas

Weaknesses

- 1 Relatively expensive to implement
- 2 New Norwich would have to work with two neighbours
- 3 Retains role for main towns



Commentary on ‘Yartoft’

- We have not yet seen any evidence justifying proposals for a ‘Yartoft’ council covering Great Yarmouth and Lowestoft, nor have we heard of any support for it. We are therefore unable to conclude whether this is a viable - or even sensible - option. Our view is that assessing cross-border arrangements in part of the county and not all of it is not an equitable approach. The economic argument that underpins our submission shows how the west of Norfolk has links with south Lincolnshire and north Cambridgeshire that are stronger than those with Norwich. We would therefore conclude on a point of principle that a ‘Yartoft’ option should not be considered.
- Notwithstanding this position, should this option receive serious backing it is not in conflict with the assessment underpinning our model, as it would provide three unitaries centred around the County’s three main towns. However, the reasons we don’t believe this would provide the same level of benefits are summarised below:
 - a ‘Yartoft’ would be a relatively small Council if based on the existing District populations (around 200,000) but would face very significant challenges in terms of deprivation, economic decline, weak infrastructure and flood risk.
 - b While Great Yarmouth and Waveney share common challenges and synergies, we understand they do not share a sense of place. Indeed, the strong identification of residents with their respective counties and the traditional rivalry between the two ports could create a dangerous fault-line in a merged authority.
 - c Current arrangements to address sub-regional issues are working well. The PCT and James Paget Hospital are effective, a single URC operates across the two towns, HE provision is delivered in both towns through UCS and the two Districts already share services (eg choice-based letting, legal services) where it is pragmatic.
- We therefore support the conclusions drawn by Norfolk County Council in their report to Cabinet of the 14th April, which sets out these arguments in more detail; we see no need to rehearse these arguments here. incompatible with the evidence underpinning the east/west solution, appears to raise more issues than it solves. Our assessment also refutes arguments for unitary government based on both north/south (so-called ‘Nutcracker’) and greater Norwich and the rest (so-called ‘County Donut’) solutions as inappropriate and ill conceived.

Title - The East/West Model

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