



Norfolk County Council

Environment, Development and Transport Committee

Date: **Friday, 18 January 2019**

Time: **10:00**

Venue: **Edwards Room, County Hall,
Martineau Lane, Norwich, Norfolk, NR1 2DH**

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

Membership

Mr M Wilby (Chairman)

Mr M Castle

Mr S Clancy (Vice-Chairman)

Mr P Duigan

Mr T East

Mr S Eyre

Mr C Foulger

Mr A Grant

Mr T Jermy

Ms J Oliver

Mr B Spratt

Mrs C Walker

Mr T White

**For further details and general enquiries about this Agenda
please contact the Committee Officer:**

Hollie Adams on 01603 223029
or email committees@norfolk.gov.uk

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A g e n d a

1. To receive apologies and details of any substitute members attending

2. Minutes

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To Confirm the Minutes of the 9 November 2018

3. Declarations of Interest

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. Any items of business the Chairman decides should be considered as a matter of urgency

5. Public QuestionTime

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 Tuesday 15 January 2019**.

For guidance on submitting a public question, please view www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-

6. Local Member Issues/ Member 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 Tuesday 15 January 2019**.

7. Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on.

8. Amendment to Minutes of 6 July 2018

Page

EDT Committee agreed at its meeting of 6 July 2018, under urgent business that the proposed Hardings Way South, King's Lynn Traffic Regulation Order should be made. However, para 4.4 of the minutes of that meeting (subsequently approved at the following EDT Committee meeting of 7 September 2018) inadvertently omitted to record that decision. This is because the correct text on the draft minutes were not carried through to the final version. The correct text for para 4.4 is given below (with changes to the published version underlined for ease of reference)

4.4 With 9 votes 9 in favour, 3 against and 1 abstention the Committee AGREED to:

1) Consider the findings of the equality impact assessment, attached at Appendix B to this report, and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;*
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

2) Consider and agree the mitigating action proposed in the equality impact assessment

3) To consider the objections raised and the supporting information contained within this report and decide whether or not to approve the Norfolk County Council (King's Lynn, Various Roads) (Bus and Cycle Lane) Amendment Traffic Regulation Order.

4) Having considered the matters set out in 1), 2) and 3) above the Committee agreed that the proposed Traffic Regulation Order should be made

EDT Committee is therefore asked to **approve** the correct text above which accurately reflects what Committee agreed.

9. De-maining rivers (re-designation of main rivers as ordinary watercourse)

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Report by the Executive Director of Community and Environmental Services

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Report by the Executive Director of Community and Environmental Services

Group Meetings

Conservative 9:00am Conservative Group Room, Ground Floor
Labour 9:00am Labour Group Room, Ground Floor
Liberal Democrats 9:00am Liberal Democrats Group Room, Ground Floor

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

Date Agenda Published: 10 January 2019

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Norfolk County Council

Environment, Development and Transport Committee

Minutes of the Meeting held on Friday, 09 November 2018 at 10am in the Edwards Room, County Hall

Present:

Mr M Wilby (Chairman)

Mr M Castle

Mr S Clancy (Vice-Chairman)

Mr P Duigan

Mr T East

Mr S Eyre

Mr A Grant

M Chenery of Horsbrugh

Mr T Jermy

Ms J Oliver

Mr T Smith

Mrs C Walker

Mr A White

1. Apologies and Substitutions

1.1 Apologies were received from Mr C Foulger (M Chenery of Horsbrugh substituting).

2. Minutes

2.1 The minutes of the meeting held on 12 October 2018 were agreed as an accurate record and signed by the Chairman.

2.2 Details on blocked Public Rights of Way would be sent to Mr T East.

3. Members to Declare any Interests

3.1 No interests were declared.

4. Urgent Business

4.1.1 The Chairman shared with the Committee that funding had been allocated by Government for pothole repairs. The Assistant Director of Highways and Waste reported that the Government had announced £420m of funding for Local Authorities for pothole repairs; current indications using the single funding formula were that the County Council would receive about £13m. This would allow more funding to be put into pothole repairs in the Fen Area as well as the whole of Norfolk.

4.1.2 The Chairman reassured Members that the funding would be ringfenced for highway repairs; the funding was specifically for spend on local authority roads not trunk roads.

4.2.1 An update was given on the Summer 2018 National Highways and Transport survey:

- 113 Local Authorities took part; Norfolk County Council came fourth out of 28 County Councils who took part, up from seventh in 2017
- "Traffic levels and congestion" and "footpaths" scored highest
- "Street lighting" scored mid table; a further programme of LED upgrades was planned to improve street lighting further

- “Public footpaths” and “Public Rights of Way” tended to score in the lower quartile so volunteering options would be looked into to support maintenance.

4.2.2 The Chairman and Committee thanked the highways team and staff for their performance, especially bearing in mind issues caused by the ‘Beast from the East’ and bad weather over the winter of 2017-18.

4.3 The need for high quality pothole maintenance was noted. The west of Norfolk and the Fens had a unique set of issues; Officers were looking into how to address these.

5. Public Questions

5.1 One public question was received and the answer circulated; see appendix A.

5.2 Ms Parkhouse, Chair of the Wensum Valley Alliance was concerned about the massive impact that new road building had on climate change; she asked whether the final cost of the Broadland Northway would include yet-to-be declared compensation totals and cost of borrowing, and over how many years. She hoped that some road maintenance funding would be ringfenced for Broadland Northway repairs.

5.3 The Executive Director of Community and Environmental Services replied to Ms Parkhouse that compensation claims could be put in after 12 months of opening the road and up to 7 years after and they could not be included in the final agreement with Balfour Beatty.

6. Member Questions

6.1 One Member question was received and the answer circulated; see appendix A.

6.2 Cllr Kemp asked a supplementary question: she was concerned that following cancellation of the incinerator project, tonnes of waste may be being incinerated out of the County and asked for the Waste Advisory Group to be brought back. She discussed initiatives to reduce waste other than incineration such as setting up Community Fridges and introducing environmentally friendly technology to process food waste.

6.3 The Chairman replied that the Council worked closely with the Norfolk Waste Partnership and districts across the County on initiatives such as food waste collection and community fridges. The Waste Advisory Group was not due to be set up again; districts worked together as the Waste Partnership and it was up to them to decide whether to carry out food collection.

7. Update from Members about Member Working Groups or bodies that they sit on

7.1 No updates were given.

8. Point of Order

8.1 The Committee agreed to take item 12, Norwich Western Link, next and then proceed with the running order as set out on the agenda.

9. Norfolk Western Link – Options Proposal

9.1.1 The Committee considered the report outlining proposals to enable the project to

proceed to an Options Consultation on a shortlist of Norwich Western Link options:

- The Chairman had been in touch with Members of the Norwich Western Link (NWL) liaison group, Parish Representative Meeting at Weston Longville who gave feedback on proposals
- Parish Councils' feedback included concerns around uncertainty of the location and design of the junctions with the A47 (being led by Highways England) and that details in the consultation should include journey times. They suggested options should follow similar alignment where there was close overlap (ie south end of options B & C, and north end of options C & D).

9.1.2 The Infrastructure Delivery Manager circulated an updated map to that shown in the appendix to the report; see appendix B.

9.2 In discussion and in response to Member questions the following points were noted:

- The yellow line on the plan showed the proposed route for the Hornsea proposal; the A47 dual carriageway junction would be located to avoid any impact
- The Vice-Chairman thanked the team and noted public support for delivery of the project shown by the initial consultation
- Decreased funding available for key services and public transport was noted alongside the importance of investing in infrastructure for Norfolk
- A robust business case and comprehensive funding package would be required as the project was taken forward to the next stages
- Potential environmental impact was discussed, with reference made to Transport for Norwich; increased pedestrianisation, an increase in cycling, and a 500,000 increase in public transport passenger journeys was reported across Norfolk, mostly related to Norwich improvements; the increase in passenger journeys was against the national trend
- A bid was being developed as part of the Transforming Cities funding for around £100m to further develop transport in Norwich
- Detail on each option would be laid out in the consultation showing the benefits and environmental and other constraints and impacts
- Each option would be reviewed against final objectives taking account of the consultation feedback
- Discussions were underway with the contractor about the final cost of constructing the Broadland Northway
- The economic case for the road was also important for Dereham and surrounding areas to help them access economic areas of Norwich.

9.3 As per the amended plan seen and agreed in the meeting:

1. With 11 votes for, 1 vote against, and 1 abstention, the Committee **RESOLVED** to **APPROVE** the proposed four shortlisted options for the Norwich Western Link
2. With 11 votes for and 2 abstentions, the Committee **RESOLVED** to **PROCEED** with a non-statutory public consultation on these shortlisted options

There was a break at 10.45 until 11:15 for the Council Remembrance Service.

10. Norfolk Strategic Infrastructure Delivery Plan (NSIDP) refreshed for 2018

10.1 The Committee received the report on the NSIDP pulling together information on key strategic infrastructure projects needed to deliver economic growth in Norfolk and detailing Norfolk's infrastructure priorities to the government and its agencies.

10.2 In discussion & in response to Member questions the following points were noted

- Local Authority and non-Local Authority controlled projects were now separate in

the plan; Local Authority controlled projects now contained more detail and were broken down into stages

- Detail on Norfolk's Growth report was **requested**
- Detail on how many jobs and affordable homes would be created and how this compared to the East of England was **requested**
- It was suggested that "actual" housing figures were included in the plan; the Senior Planner explained the housing figures used were based on developer proposals and district local plans
- Projects in Local Authority Control were listed on pages 18-20 of the report; jobs, housing numbers and a list of projects could be **provided** to Members
- An update would be given on delivery of the New Anglia Local Enterprise Partnership (NALEP) Norfolk and Suffolk Economic strategy; NALEP adopted the Norfolk and Suffolk Economic Strategy in November 2017 and had recently met to discuss delivery of the strategy
- In response to a query around the geography of projects included it was explained that Leaders, Chief Executives, Planners and Economic Development Officers had agreed which projects to include in the plan; there were many other locally important but less strategic infrastructure projects across Norfolk. Norwich had the most projects, followed by other large towns, due to the size of the urban centres
- A clear definition of green spaces was **requested**
- Economic development was discussed and its importance for the Council

10.3 The Committee **AGREED** to welcome and support the production of the Norfolk Strategic Infrastructure Delivery Plan, together with its annual review and endorse the strategic and inclusive approach to infrastructure planning.

11. Update on Recycling Norfolk's Disused Railways

11.1 The Committee discussed the report outlining plans to bring disused railways and under-used parts of the transport network back into full use as cycling and walking routes.

11.2 In discussion and in response to Member questions the following points were noted:

- M Chenery of Horsbrugh spoke as the Member Champion for Railways; some preserved track beds had been built on and he asked if there would be guarantees that the rail would not be jeopardised if there was a revival; the Executive Director of Community and Environmental Services replied that gaining control of disused railways prevented them being built over; owning assets would allow appropriate transport use to be determined in future
- Some isolated stretches of rail were owned by the Council; feasibility studies would identify if they had significant value; some were already used for walking or bridleways
- The Secretary of State had indicated that more disused branch lines should be opened so it was noted that it would be wise to ensure projects did not compromise future development or reopening of lines
- Heritage Railways had been consulted with and positive discussions held about railways at Whitwell and Hunstanton
- Dual use was possible in many places to maintain and preserve the track bed
- Stakeholders were engaged with before the public as this allowed problems and non-viable options to be identified before taking options to public consultation
- There was work on a France Channel England bid on tourism and recycling the disused railways

11.3 The Committee **RESOLVED** to:

1. **NOTE** the development of the feasibility work and support the bid for a capital contribution to the project
2. **AGREE** public consultation on the pilot route proposals
3. **AGREE** the use of the term Greenway to refer to these types of facility in the future.

12. Recycling Centre Sites and Service Provision

12.1 The Committee considered the report with a proposal for a location to replace the Mile Cross Recycling Centre in Norwich, which would close in 2021.

12.2 In discussion and in response to Member questions the following points were noted:

- Norfolk has reached its highest recycling rate at 46.7%; the EU target of 50% recycling was a national target that did not flow down locally. Norfolk's Recycling Centre performance was strong at 77% diversion, an increase from 2016-17
- In response to a question about the low rates in Great Yarmouth it was explained that Great Yarmouth received less green waste as it was urban and due to a long-standing focus on home-composting, which diverted some green waste away from recycling centres and collections
- The layout of the Caister Recycling Centre had been redesigned to better encourage recycling and reuse
- It was established that the priority was to run services efficiently and increase recycling, for example, through use of reuse shops, site infrastructure improvements and improving ease of use of sites
- Visitor numbers and postcode mapping for Mile Cross customers was carried out to help inform a replacement site; as a move may impact customers in south Norwich the relocation of Ketteringham Recycling Centre was being suggested with improved layout and road accessibility factored in
- A Member Working Group was in place; Officers would work with them on a communications plan and communication around the Mile Cross replacement site
- Concern about car registration plates not all being recorded at some centres was raised; it was explained that following audits, visitor numbers were now being recorded accurately or adjusted as required
- Discussions were held on an ongoing basis with staff at sites to gather ideas and feedback
- Feedback was given that the Sheringham Recycling Centre was not big enough and need to be expanded at scale or replaced.
- Information on capital and revenue for the project was **requested** for future reports
- Cllr J Mooney spoke as local member for Wymondham:
 - Cllr Mooney was pleased with the recommendation to replace the Wymondham Recycling Centre as access to the current site was not good
 - As Wymondham was a growing town, a larger site and updated facility was needed
 - Cllr Mooney thanked the Head of Waste and all the team for the work they had put into the project and improving recycling figures across Norfolk
- From a cost benefit analysis perspective, whilst split level sites were more expensive to construct in the short term, they were cheaper in the long term due to operational cost reductions and provided easier access for all
- If agreed, the reuse shop at Wereham was planned for the 2018-19 financial year after recruitment of an additional site operative as it was the busiest part time site
- Defibrillators were ready to order following approval by Committee and Norse were able to provide training to staff for their use; positive feedback had been received from staff at sites where training had been provided previously

12.3 The Committee:

1. **SUPPORTED** continued negotiations to agree terms for the acquisition of the preferred site to replace Mile Cross Recycling Centre and to ask Business and Property Committee to approve the acquisition
2. **SUPPORTED** the schemes being put forward for the capital programme to replace Ketteringham Recycling Centre, expand Sheringham Recycling Centre and replace Wymondham Recycling Centre
3. **SUPPORTED** an additional reuse shop at Wereham Recycling Centre alongside the reuse shops planned for Wells, Bergh Apton, and Snetterton
4. **APPROVED** the installation of defibrillators across all 20 recycling centres.

13. Residual Waste Contract Arrangements

13.1 The Committee received the report outlining proposals to extend or replace existing arrangements to treat residual waste due to end in 2020, to allow the County Council to fulfil its statutory responsibility for managing waste as a Waste Disposal Authority

13.2.1 In discussion and in response to Member questions the following points were noted:

- There had been a 10% increase in Refuse Derived Fuel prices but as the contract extensions would be increased by RPI the County Council would be protected from a £1.2m price increase.
- Some operators were deterred by the County Council's policy on incineration and some were mindful of existing capacity in existing facilities; Officers were not looking at identifying sites or developing facilities.
- Of approximately 200,000 tonnes of waste 50,000 tonnes was incinerated in Suffolk to generate electricity. The rest was processed locally into fuel at sites in Rackheath, Cosstesey and Wisbech. This fuel was exported to Combined Heat and Power facilities on the continent where it was incinerated to generate electricity and heat, which had a lower carbon impact than use in UK plants that only generated electricity
- The main focus of the Waste Partnership was waste reduction; reuse and recycling, landfill, incineration of waste and recovery of energy from waste all sat below those in the waste hierarchy

13.2.2 Norfolk County Council was ranked fourth as a Waste Disposal Authority for how little waste was sent to landfill which was noted as positive

- Reducing the amount of waste produced was discussed
- The team was thanked for their work in ensuring effective methods of disposing of and recycling Norfolk's waste

13.3 The Committee

1. **AGREED** to extend existing contractual arrangements to treat waste by one year to 2021
2. **SUPPORTED** continuing the inter authority agreement with Suffolk County Council by one additional year to 2021
3. **NOTED** that in 2017/18 199,281 tonnes were sent to incineration and 4,191 tonnes was sent to landfill
4. **AGREED** that the Chairman would send a letter on behalf of the committee to the department on their good work as outlined in the report

14. Finance Monitoring

14.1 Members considered the report containing financial monitoring information for the services reporting to the Committee for 2018-19.

- 14.2 In discussion and in response to a Member question it was confirmed that unfilled posts were posts in back office teams which were left unfilled as part of vacancy management to make savings.
- 14.3 The Committee **NOTED**
- a) The 2018-19 revenue budget for the Environment, Development and Transport Committee and the current forecast outturn position
 - b) The Capital programme for this Committee
 - c) The balance of reserves brought forward to 2018-19

15. Forward Plan and decisions taken under delegated authority

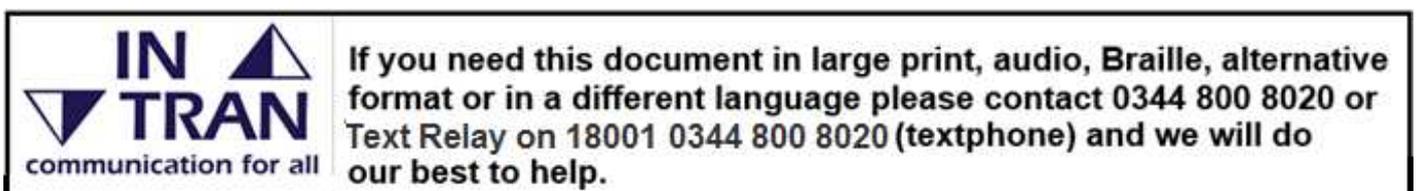
- 15.1 The Committee reviewed the forward plan and delegated decisions taken by Officers
- 15.2.1 Vice-Chairman Cllr Clancy suggested that Officers carried out research/a desktop study in anticipation of a Highways England Scheme related to the Acle Straight; the Committee **AGREED** that this work should be carried out.
- 15.3 The Committee **REVIEWED** and **AGREED** the forward plan.

16. Member Working Group Terms of Reference

- 16.1 The Committee considered the report setting out a proposal to establish the Task and Finish Group requested by Full Council to consider the issues of banning balloons and Chinese lanterns and single use plastic products.
- 16.2.1 Mr M Castle **PROPOSED** that Cllr S Squire be appointed to the Working Group.
- 16.2.2 The Chairman **PROPOSED** that the group had 6 members.
- 16.2.3 The Chairman **PROPOSED** Mr S Clancy as Chair, and the remaining 5 Members to be Mr B Spratt, Mr T White, Mrs S Squire, Mr T East and Mr T Jermy.
- 16.3 Mr T East asked for a substitute from the Liberal Democrat group to be appointed to attend in his stead due to difficulties attending due to his disability.
- 16.4 The Committee
- **AGREED** to appoint 6 Members to the Task and Finish Group
 - **APPOINTED** Mr S Clancy as Chair of the Task and Finish Group
 - **APPOINTED** Mr B Spratt, Mr T White, Mrs S Squire, Mr T Jermy as Task and Finish Group Members
 - **AGREED** that a Member would be appointed from the Liberal Democrats in place of Mr T East

The meeting closed at 12.22

**Mr M Wilby, Chairman,
Environment, Development and Transport Committee**



MEMBER/PUBLIC QUESTIONS TO ENVIRONMENT, DEVELOPMENT AND TRANSPORT COMMITTEE: 9 NOVEMBER 2018

5. PUBLIC QUESTIONS

5.1 Question from Jenn Parkhouse

Until last week, the cost of the Northern Distributor Road stood at £205million although Norfolk County Council had previously acknowledged that this was not the final figure.

Last week it was reported that repairs and alterations would have to be undertaken at a cost of £120,000. Does this mean that the final figure is £205,120,000?

Response by Chairman of EDT Committee

No, the final account for the Broadland Northway (NDR) is still to be finalised and details will be reported to Committee when this is completed. Now that the road is opened it is part of our road network and the majority of the cost of the more recent works to the roundabouts is related to maintenance (eg replacement of signing and damaged kerbs) and this is not therefore part of the original capital cost of the project.

6. MEMBER QUESTIONS

6.1 Question from Councillor Alexandra Kemp

Norfolk County Council could make massive savings overnight, by providing the right incentives immediately for all Districts to recycle food waste, and by intensifying the message to the public. My constituents are concerned food waste makes up a third of municipal waste, around £60,000 tonnes a year, but only three Districts, King's Lynn, Broadland and Norwich provide food waste collections. NCC pays £60.36 a tonne in waste credits to Districts for recycling food waste but pays £110 a tonne to dispose of food waste the Districts do not recycle. Norfolk Waste Partnership signed the Courtauld Agreement: could the Committee provide the right financial levers to make the commitment a reality?

Response by Chairman of EDT Committee

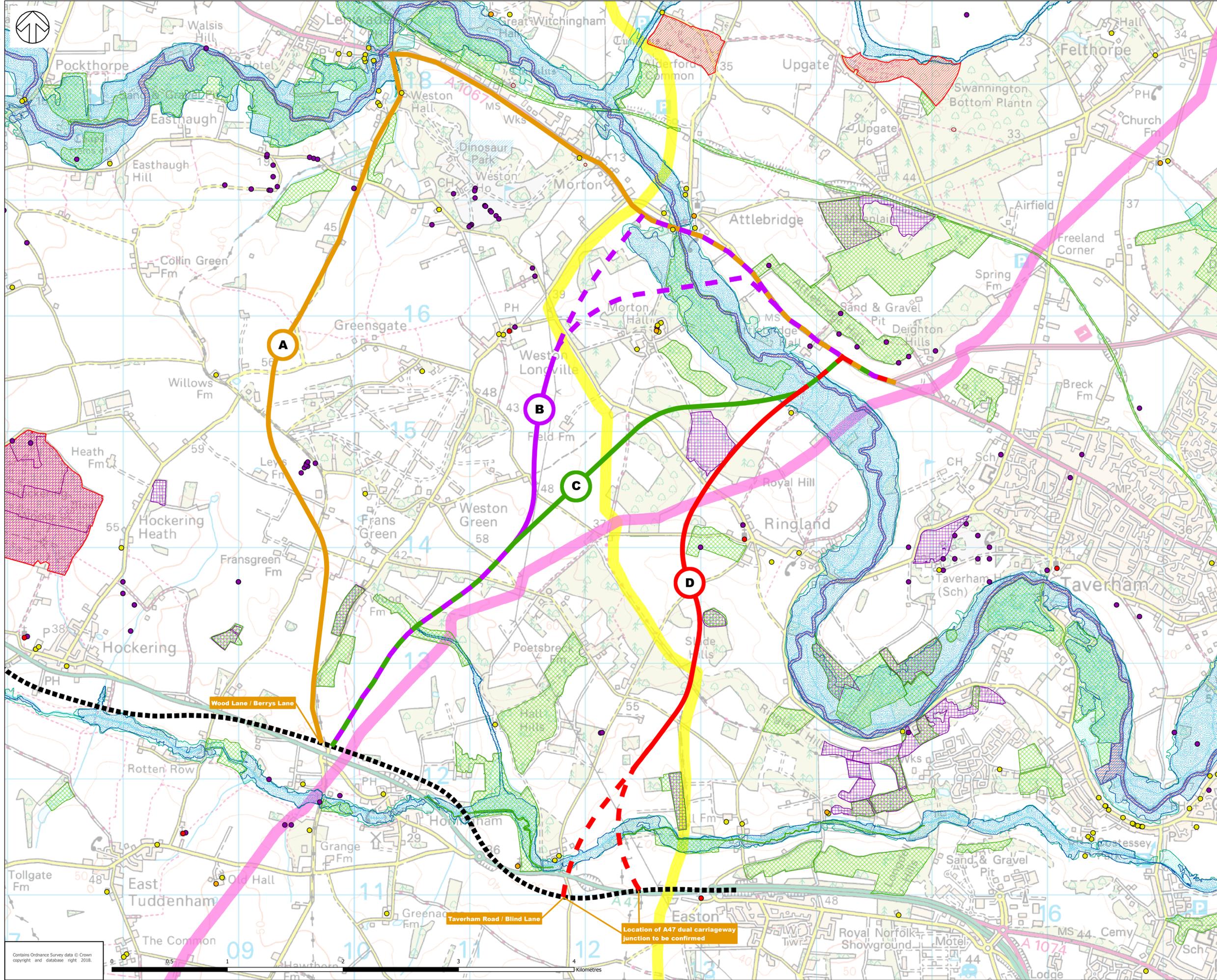
The financial support the County Council gives to districts for the recycling they collect is worth around £9.2m this year. As explained in an item on today's agenda the Norfolk Waste Partnership is currently exploring alternative models, supported by national charity Wrap and consultants Eunomia, so that the Partnership can consider the merits of any alternative

approach to incentivise and facilitate change further, work which was instigated by this Committee.

This year the County Council has shared costs with Broadland District Council to help expand its food waste collection in to new areas and is also seeing the benefit of work with Norwich City Council to secure £60,000 of external funding from Wrap, which has been used to increase food waste collected in its area and led to around 10,000 requests for food waste caddies.

Across the county we are also working hard to reduce food waste. The Norfolk Waste Partnership delivered a range of activities with Sainsbury's focussed on food which also led to the development of a large network of community fridges and the County Council is leading the way with its 'Love Food Hate Waste' and 'Plan Eat Save' initiatives and also with its work with the Suffolk Waste Partnership on a 'Food Savvy Campaign'.

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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
- Ancient Woodland
- Scheduled monument
- Roadside Nature Reserve
- Flood Zone 3
- Flood Zone 2
- National Grid Gas Pipeline
- Homsea Project Three

Shortlisted Options

- A47 Preferred Route Alignment
- Option A
- Option B
- Option C
- Option D

DRAFT

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CLIENT: NORFOLK COUNTY COUNCIL

ARCHITECT: N/A

PROJECT: NORWICH WESTERN LINK

TITLE: SHORTLISTED OPTIONS CONSTRAINTS PLAN

SCALE @ A1: 1 : 15,000	CHECKED: UKPJ007	APPROVED: N/A
CAD FILE: N/A	DESIGN/DRAWN: UKECF002	DATE: 08/11/2018
PROJECT No: 70041922	DRAWING No: 70041922 - 013	REV: B

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Environment, Development and Transport Committee

Report title:	Environment Agency's Rationalising the Main River Network Pilot Project
Date of meeting:	18 January 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact The Environment Agency proposes to designate three stretches of Main River as Ordinary Watercourse, as part of a pilot project to establish a process for 'demaing'. These proposals would add 31.2km of watercourse to the ~5,400km of mapped ordinary watercourse.	

Executive summary

The Environment Agency is proposing to designate a total of 31.2km over three stretches of Main River as Ordinary Watercourse within Norfolk.

The stretches of river are the River Tud, Tunstall Dyke, and the upper stretch of the Waxham New Cut. These sections of watercourse fall within the area of Internal Drainage Boards. The management and regulation of flood risk for these three stretches of watercourse would be carried out by Internal Drainage Boards (IDBs).

The Environment Agency has assessed these watercourses as presenting low flood consequence with few properties and people at risk.

The Environment Agency have carried out a public consultation on their proposals and will consider the feedback and make a determination by March 2019. The County Council did not respond to the consultation, as the proposals do not directly affect the County Council. However, to ensure the Committee are able to make their views known prior to the EA determination, the EA have been invited to attend the committee meeting

Recommendations:

- 1. To consider the Environment Agency's proposals for de-mainging in Norfolk and agree the Committee's position on the proposals so that it can be taken into account before a decision is made on the way forward.**
- 2. The Committee can agree any position it wishes, including one of the following:**
 - 1. To support the proposals**
 - 2. To support the proposals in principle, subject to the relevant District Councils confirming their support**
 - 3. To not support the proposals**
 - 4. To offer some general comments, but to have no position on the proposals (i.e. neither support or not support), on the basis that they do not directly affect the County Council.**

1. Proposal

- 1.1. **The Environment Agency proposes to make a determination under the Water Resources Act 2014 s. 193C that the River Tud, Tunstall Dyke, and the upper stretch of the Waxham New Cut are no longer to be treated as a main river, or part of a main river.**
- 1.2 Designation as main river prevents Internal Drainage Boards from using their general drainage and regulatory powers (LDA s. 14A, 21 and 23) on the designated watercourse. Instead, the Environment Agency has these permissive powers to undertake maintenance, consenting, and enforcement activities (LDA s. 21 and s. 23; WRA 1991 s. 107).

This proposal to determine the River Tud, Tunstall Dyke and upper stretch of Waxham New Cut as ordinary watercourse would mean that the Environment Agency would no longer exercise these permissive powers on these watercourses.

Instead, the relevant Internal Drainage Boards would use their general drainage (LDA s. 14A) powers to undertake flood risk management activities on these watercourses. It also allows the internal drainage board to consent to obstructions and enforce works (LDA s. 21 and 23).

2. Evidence

- 2.1. Statutory guidance sets out the basis on which the Environment Agency should decide whether a river or watercourse is treated as main river.

A watercourse should be a main river if significant numbers of people and/or properties are liable to flood, including areas where there are vulnerable groups and areas where flooding can occur with limited time for warnings.

Additionally, a watercourse should be main river where it can contribute to extensive flooding across the catchment or is required to reduce flood risk elsewhere or provide capacity for water flowing from other sources.

- 2.2. Proposals to change the status of a watercourse should also consider:
 - How the changes contribute to the maintenance of an efficient network
 - The competence, capability and resources of future risk management authorities

Other relevant factors including benefits and costs for local communities, and representations from the local community and others in response to consultation.

2.3. River Tud

- 2.4. If these changes go ahead, the regulatory authority for consenting and enforcing works for this watercourse would be the Norfolk Rivers Internal Drainage Board.
 - 17 properties within flood zone 2 and 4 properties in flood zone 3
 - 7 hr 30 min duration from issuing a flood warning to flooding occurring
 - No known vulnerable groups within the flood zone
 - Not considered to have a significant effect on flooding elsewhere
 - Not considered to be required to reduce risk elsewhere
 - Provides capacity for water flowing from two sewage treatment works
 - Designation as ordinary watercourse would maintain a contiguous main river network and would not create an alternating management regime
 - Norfolk Rivers Internal Drainage Board has the funding mechanisms and expertise available to act competently as risk management authority
 - The River Tud is of high ecological value. Norfolk Rivers IDB is a competent authority with the governance, funding and expertise to carry out their

statutory functions in conserving and enhancing the natural environment. The Environment Agency will retain the ability to take enforcement action should any party cause hydromorphological harm.

See Appendix 1, Map 1

2.5. Tunstall Dyke

2.6. If these changes go ahead, the regulatory authority for consenting and enforcing works for this watercourse would be the Broads Internal Drainage Board.

- There are no properties near the Tunstall Dyke and we consider the risk of flooding from rivers to be low
- Historical and modelled flooding is tidal flooding, not related to the management of the watercourse
- No known vulnerable groups nearby
- Not considered to have a significant effect on flooding elsewhere
- Not considered to be required to reduce risk elsewhere
- Does not provide capacity for water flowing from other sources
- Designation as ordinary watercourse maintains a contiguous main river network and does not create an alternating management regime
- The Broads Internal Drainage Board has the funding mechanisms and expertise available to act competently as risk management authority
- Not of significant ecological value.

See Appendix 1, Map 2

2.7. Waxham New Cut

2.8. If these changes go ahead, the regulatory authority for consenting and enforcing works for this watercourse would be the Broads Internal Drainage Board.

- There are few properties near the Waxham New Cut and we consider the risk of flooding from rivers to be low
- Historical and modelled flooding is tidal flooding, not related to the management of the watercourse
- No known vulnerable groups nearby
- Not considered to have a significant effect on flooding elsewhere
- Not considered to be required to reduce risk elsewhere
- Does not provide capacity for water flowing from other sources
- Designation as ordinary watercourse maintains a contiguous main river network and does not create an alternating management regime
- The Broads Internal Drainage Board has the funding mechanisms and expertise available to act competently as risk management authority
- Not of significant ecological value.

See Appendix 1, Map 3

3. Financial Implications

3.1. There are no financial implications for the County Council arising from these proposals

3.2. The watercourses proposed for designation as ordinary watercourse receive little maintenance or funding. The maintenance that has been carried out was funded through a combination of internal drainage board precept, general drainage

charges, and grant-in-aid.

These are payments from the IDB; agricultural landowners outside of internal drainage districts; and the central government to the Environment Agency.

- 3.3. Works carried out by the Internal Drainage Boards would be funded by special levies, highland water contributions, and drainage rates. The IDBs also seek grant contributions towards capital and environmental improvement schemes.

These are payments from the District Council in proportion to the value of non-agricultural land within the district; the Environment Agency; agricultural landowners within the drainage district; central government via the Environment Agency, and partners such as local enterprise partnerships.

The Internal Drainage Boards set special levy and drainage rates annually.

- 3.4. District Councils are already exposed to special levy in relation to

- 405km of Norfolk Rivers IDB adopted ordinary watercourse
- 340km of Broads IDB adopted ordinary watercourse

- 3.5. As these watercourses are wholly within the internal drainage district, the Lead Local Flood Authority is not exposed to additional costs except those associated with developing, maintaining, applying, and monitoring the flood risk management strategy. This may include where it describes the roles of, or working in partnership with, other risk management authorities, such as

- the flood risk management asset register
- emergency response and recovery plans

4. Issues, risks and innovation

4.1. Benefits to local communities

- 4.2. The purpose of river maintenance and regulation has shifted from land drainage to management of flood risk to people and property.

Flood risk in England is highly concentrated with ~90% of the property at risk within the flood plain of ~40% of the main river network.

This means that ~60% of the main river network does not present significant flood risk to people and property. These stretches are therefore subject to intermittent funding and, consequently, intermittent maintenance.

- 4.3. These proposals would allow local public bodies to consider the maintenance and regulation needs of these watercourses at the local scale and choose how to prioritise them accordingly.
- 4.4. The Environment Agency and Norfolk Rivers, Broads and East Suffolk IDBs identified a number of watercourses that could realise benefits from being managed as ordinary watercourses. Largely by supporting a more efficient drainage network achieved by:
- Maintaining confluences between drainage channels and rivers, where these have not been maintained under the present flood risk management regime
 - Reconnecting previously dry watercourses to the drainage network to improve connectivity, reduce the distance water needs to be pumped over and help manage ochre.

4.5. Water Framework Directive

- 4.6. The Environment Agency is the competent authority for the implementation of the Water Framework Directive and must ensure that the proposals do not jeopardise the achievement of the objectives of the Directive or are likely to result in waterbody deterioration.

- 4.7. In relation to de-maining, the Environment Agency needs to be convinced that the objectives of the Directive and the risk of not meeting the expected status are not compromised. This issue can be complex based on issues including the watercourse objectives, mitigation measures and standards of protection e.g. appropriate byelaws being in place and the use of best environmental practice when planning and undertaking flood risk activities.
- 4.8. Water Framework Directive requirements as they apply to a particular watercourse will be assessed on a case by case basis depending on the river's classification, stated objectives and actions identified within the relevant River Basin Management Plan.
- 4.9. All watercourses proposed for de-maining by definition fall under the protection of the Flood and Coastal Risk Management Environmental Permitting Regulations, which take a risk-based approach to environmental risk. If this protection is disapplied via de-maining, the EA must ensure that any new regulatory regime would not add unacceptable environmental risk to the environmental receptors over and above that which presently exists. The Internal Drainage Boards have byelaws that replicate a similar level of environmental regulation and must exercise their functions with regard to relevant River Basin Management Plans
- 4.10. As part of the Rationalising the Main River Network project, the EA aim to have no ongoing liability for the land or assets on the watercourses that are transferred. There are no Environment Agency assets along these watercourses that will be transferred to the IDB as part of the de-mainment process. No assets will be transferred to NCC. There is one privately owned footbridge crossing the River Tud that the Environment Agency is withdrawing maintenance from. This is being carried out through our Asset Management Protocol and will be progressed independent of any de-mainment proposals.

5. Background

- 5.1. These proposals are part of the Norfolk pilot for the Environment Agency's Rationalising the Main River Network that aims to set out a nationally consistent process of managing main river / ordinary watercourse designation changes.
- 5.2. The Environment Agency published the determinations they propose to make on Monday 12 November 2018 and a consultation on these determinations took place between Monday 12 November 2018 and Friday 21 December 2018. The County Council was not formally consulted and did not respond to the consultation.
- 5.3. The Environment Agency must consider all representations. They will summarise these and respond to them in a consultation response document published after the close of the consultation.
- 5.4. The Environment Agency may decide not to make a determination.
If the Environment Agency make a determination, this will take place between January 2019 and March 2019, at which time they will publish the decision, the terms of any determination, and the date that map changes would give effect to the determination.
- 5.5. The Environment Agency will inform those who made representations that contained an objection to the proposal. Anyone aggrieved by the determination may appeal to the Secretary of State within six weeks from the publication of the decision.
If no appeals are made, the map changes will give effect to the determination.
This process is as laid out in the Water Resources Act 1991 s.193B-D
- 5.6. A watercourse is any river, stream, ditch, drain, cut, culvert, dike, sluice, sewer (other than public sewer) and passage through which water flows (Land Drainage

Act 1991 s.72).

An ordinary watercourse is any watercourse that is not main river (Land Drainage Act 1991 s.72).

A main river is any watercourse determined to be a main river by the Environment Agency (WRA s.193C) as shown by the main river map (WRA s.193).

5.7. Flood risk management activities include:

- maintenance of buildings, structures, and watercourses;
- operation of structures; improvement of buildings, structures, watercourses and obstructions;
- construction and repair of buildings, structures, watercourses etc;
- maintaining or restoring natural processes;
- monitoring, investigating or surveying locations and natural processes;
- reducing or increasing level of water;

altering or removing works

5.8. Lead Local Flood Authorities must develop, maintain, apply and monitor a flood risk management strategy for surface runoff, groundwater, and ordinary watercourses (Flood and Water Management Act 2010 s.9 (1-2)) specifying

- the risk management authorities in the authority's area;
- the flood and coastal risk management functions that may be exercised by those authorities;
- the objectives for managing local flood risk;
- the measures proposed to achieve those objectives;
- how and when the measures are expected to be implemented;
- the costs and benefits of those measures and how they are to be paid for;
- the assessment of local flood risk for the purpose of the strategy;
- how and when the strategy is to be reviewed; and
- how the strategy contributes to the achievement of wider environmental objectives.

5.9. District Councils, Internal Drainage Boards, and unitary authorities have powers to carry out works to manage flood risk from ordinary watercourses. Lead Local Flood Authorities have powers to carry out works to manage flood risk from surface runoff or groundwater if they consider work desirable with regard to the local flood risk management strategy (Land Drainage Act s.14A)

5.10. County councils may exercise the powers of District Councils at the request of the District Council or after 6 weeks notice given by the county council to the District Council (Land Drainage Act 1991 s.16)

5.11. Lead Local Flood Authorities may require the repair or maintenance of watercourses, bridges, or drainage works where these are outside of Internal Drainage Boards, except in relation to main rivers (Land Drainage Act 1991 s. 21).

5.12. The consent of Lead Local Flood Authorities is required to erect obstructions to ordinary watercourses where these are outside of the internal drainage district (Land Drainage Act 1991 s.23)

5.13. Where powers, duties, and responsibilities of Internal Drainage Boards are referred to, these powers, duties and responsibilities are often distributed between District Councils and Lead Local Flood Authorities when the watercourse in question is outside of the internal drainage district. However, this proposal does not consider watercourses outside of any Internal Drainage District.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

Officer name : Mark Ogden

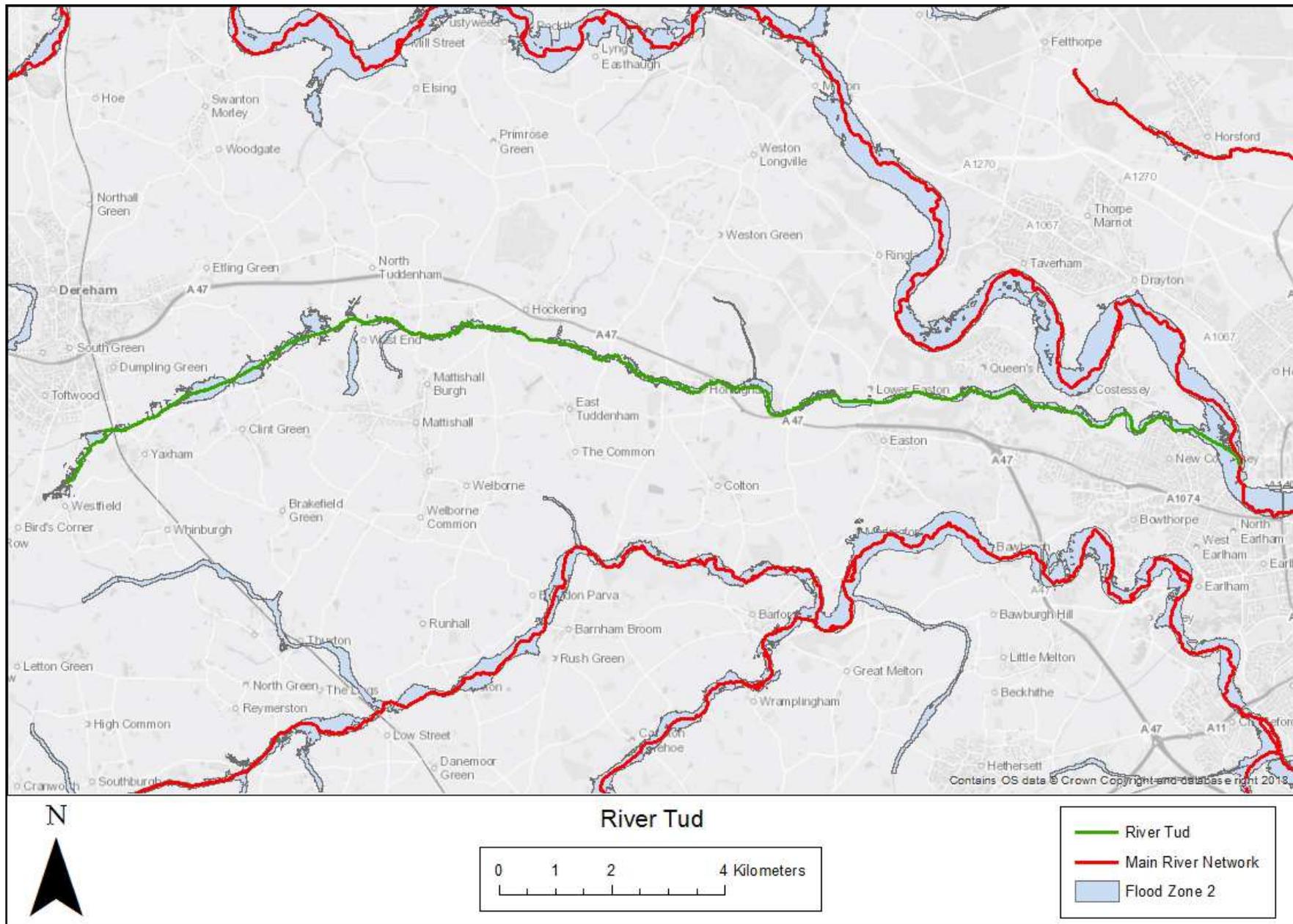
Tel No. : 01603 638081

Email address : water.management@norfolk.gov.uk

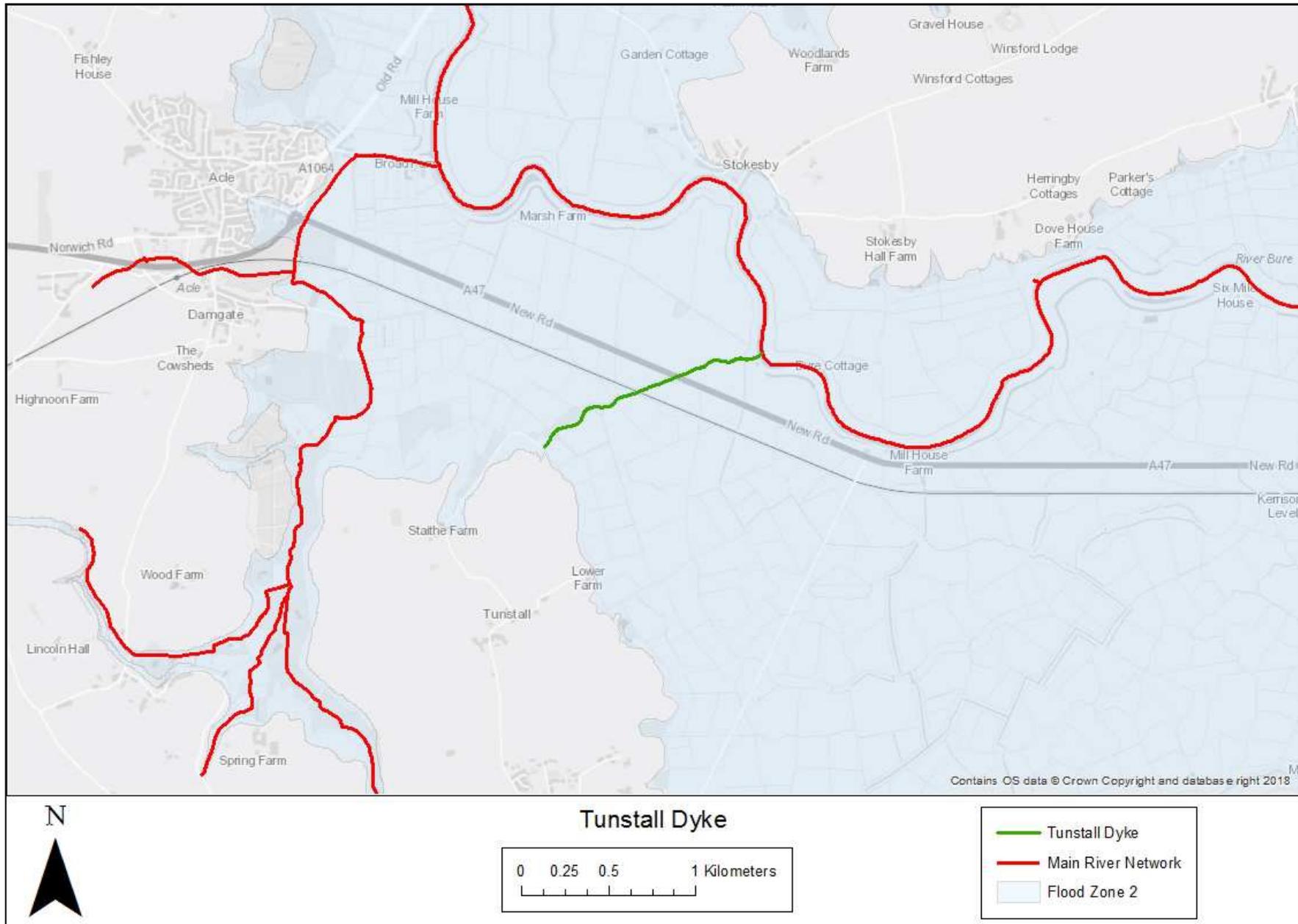


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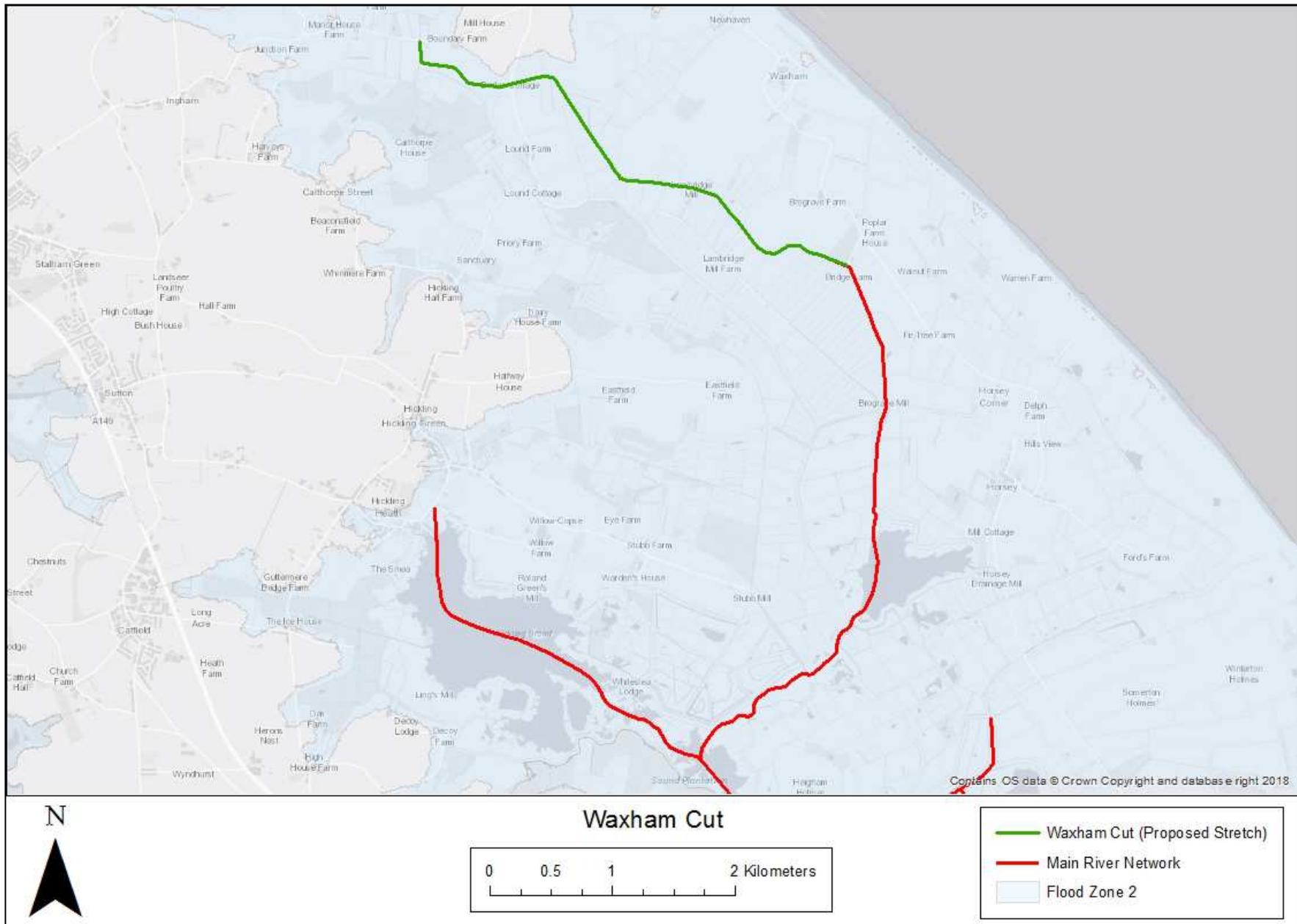
Map 1.



Map 2.



Map 3.



Environment, Development and Transport Committee

Report title:	Great Yarmouth Third River Crossing – Stage 3 Public Consultation
Date of meeting:	18 January 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
<p>Strategic impact</p> <p>The delivery of the Third River Crossing in Great Yarmouth supports Norfolk County Council’s commitment to the delivery of infrastructure in support of economic growth and job creation. A new river crossing at Great Yarmouth will help us meet this priority. It offers a direct route into the town from the south, provides the link between the trunk road network and the expanding port and the South Denes Enterprise Zone sites, and overcomes the problem of limited road access to the peninsula of Great Yarmouth. The Third River Crossing is vital to the economic prosperity of Great Yarmouth. Great Yarmouth is part of a larger economic sub-region with a strong economic heritage including manufacturing, food and drink processing, tourism and leisure industries. Great Yarmouth is highlighted as a key growth location within the New Anglia LEP’s Strategic Economic Plan. However, as the project proceeds it is essential to identify and respond to the concerns of stakeholders and the public.</p> <p>This report is a general update on the project including with an update on the statutory pre-application consultation that is required prior to making an application for a Development Consent Order (DCO).</p>	

Executive summary

<p>Norfolk County Council adopted a preferred scheme for the Great Yarmouth Third River Crossing in 2009, comprising an opening bridge over the River Yare to connect the trunk road network, at the A47 (formally the A12) Harfrey’s Roundabout, to the southern peninsula near to the port and Enterprise Zone sites. An Outline Business Case (OBC) was submitted to Department for Transport (DfT) in March 2017. DfT confirmed acceptance within the Large Local Majors Schemes Programme on 28 November 2017. An addendum to the OBC containing financial and commercial aspects was submitted to DfT in July 2018.</p> <p>This report sets out the consultation process that has been undertaken and the preliminary findings from the responses received. The preliminary findings are detailed in section 3.</p> <p>An update on the progress of procurement for the project will be provided verbally to committee at the meeting.</p> <p>Recommendations:</p> <ol style="list-style-type: none"> 1. Committee notes the preliminary outcomes of the statutory consultation described in this report and the further work required to develop the DCO application 2. Committee notes the final consultation results including the final scheme to be submitted as an application for a Development Consent Order (DCO) including any proposed changes to the scheme as a result of the statutory consultation, will be reported to Committee on 8 March 2019.
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1. Proposal

- 1.1. Committee are asked to take into consideration the initial feedback from the statutory pre-application consultation, with a view to be updated further at its meeting on 8 March 2019, prior to a DCO application being submitted.
- 1.2. The pre-application consultation was part of a three-stage consultation process for the Great Yarmouth Third River Crossing. The three stages of consultation comprised of the following:

Stage	Purpose
Stage 1 (Completed Jan 2017) Initial engagement consultation	Understand views on congestion, share emerging proposals and understand level of support
Stage 2 (Sept – Oct 2017) Scheme development consultation	Understand views on the bridge development work so far
Stage 3 (Aug 2018 to Dec 2018) Pre-application consultation	Present details of the proposed scheme and understand views on it before an application for a DCO

- 1.3. The GY3RC is on track for a DCO application to be submitted in Spring 2019.

2. Consultation Process

- 2.1. On 26 February 2018 the Secretary of State directed that the Third River Crossing is development for which development consent is required under the Planning Act 2008. As a result the County Council will require a DCO, in order to construct, operate and maintain the Third River Crossing. Prior to making an application for a DCO a statutory pre-application consultation is required. This report provides an update on the County Council's pre-application consultations that have taken place between 20 August 2018 and 9 December 2018.
- 2.2. The pre-application consultations on the Third River Crossing were undertaken in accordance with the requirements of the Planning Act 2008. The consultation can be divided into 3 main elements, which are defined by Section 47, Section 48 and Section 42 of the Act. A brief outline of each of these consultations is provided below.
- 2.3. Consultation under Section 47 – consultation with the local community

Section 47 requires the Council to prepare and implement a Statement of Community Consultation (SoCC). This sets out the measures the Council will take to consult the local community on its proposals. After consultation with Norfolk County Council's Planning Services Team and Great Yarmouth Borough Council the SoCC was amended. The final version was made available to view on the County Council's project webpage and at locations in Great Yarmouth and Gorleston (including libraries) on 3 August 2018.

The local community consultation was then undertaken in accordance with the SoCC between 20 August 2018 and 5 October 2018 and consisted of:

- Letters sent to approximately 33,000 residential and business addresses in the Great Yarmouth and Gorleston area advising of the consultation.
- Letters and emails sent to parish councils, County Councillors, Borough Councillors, MPs, MEPs and other stakeholder organisations advising of the consultation.
- Press releases, social media posts and posters erected on site advising of the

consultation.

- Four consecutive one-week public exhibitions (each staffed for one day) at Great Yarmouth Library, Gorleston Library, The Priory Centre and The Kings Centre.

To help consultees understand the scheme proposals a consultation brochure was produced. A copy of this brochure is contained in Appendix A.

2.4. Consultation under Section 48 –statutory notification

Formal notices stating that Norfolk County Council intended to make an application for DCO for the Third River Crossing were placed in the following publications:

- Eastern Daily Press and Great Yarmouth Mercury on 17 August 2018;
- Eastern Daily Press, Great Yarmouth Mercury, The Times and The London Gazette on 24 August 2018.

The notices also provided information on the pre-application consultations and invited responses.

2.5. Consultation under Section 42 – consultations with local authorities, prescribed consultees and those with interest in land

This consultation was undertaken between 7 September 2018 and 21 October 2018 and included the production of a number of documents, which included:

- **Preliminary Environmental Information Report (PEIR):** This provided information on the likely significant environmental effects of the scheme.
- **Non-Technical Summary of the PEIR:** This provided a summary of the key information in the PEIR.
- **Non-Technical Note on Transport Modelling:** This explained the process used to produce the traffic flow forecasts provided in the consultation documents.
- **Design Process Summary:** This explained the design rationale for the scheme.
- **Questions and Answers:** This provided answers to commonly posed questions.
- **Scheme visualisations:** This provided photo visualisations of the preliminary scheme proposals.

These documents and the Consultation Brochure were provided, electronically on memory sticks, to relevant local authorities (both at county and district/borough level), prescribed consultees (e.g. Environment Agency, Natural England, Marine Management Organisation etc) and to approximately 4,200 persons/organisations that had a relevant interest in land in the vicinity of the scheme (these comprise owners and occupiers, together with people who might be eligible to make statutory claims).

The documents were also available for anyone to view on the County Council's project web page and as paper copies at a number of document deposit locations in Great Yarmouth and Gorleston.

Two further exhibitions at the Kings Centre and Peggotty Road Community Centre were held specifically for Section 42 consultees to provide the opportunity for them to have face to face discussion with officers.

2.6. Responses to the above consultations could be made by completing an on-line or paper questionnaire, emailing a specific email address or writing to a FREEPOST address.

2.7. During the above consultations it was brought to officers' attention that the PEIR was missing a number of plans. In order to ensure that consultees had the opportunity to consider and respond to the missing figures the following action was undertaken:

- The consultation deadline for all consultees was extended to 9 December 2018
- The missing figures were added to the document deposit locations and the

County Council's project web page.

- New press releases, social media posts and posters erected on site were provided to advise the local community of the extended consultation deadline and the reasons for this.
- Further statutory notices were placed in the Eastern Daily Press, Great Yarmouth Mercury, The Times and The London Gazette on 26 October 2018.
- Paper copies of the missing figures were re-issued to the Section 42 consultees.

2.8. The deadline for consultation responses was extended to the 9 December 2018 and to this point 340 responses have been received. Further responses after the deadline may be received and any new key matters that these raise will be reported verbally at the meeting.

Due to the extended response deadline it has not been possible to fully analyse all the consultation responses and fully consider them. Some of the matters raised will need further investigation, which may include some changes to the scheme proposals.

This review process will be undertaken in January and February 2019 with the results reported to the committee at its meeting of 8 March 2019.

3. Key matters arising from the consultation

3.1. Preliminary findings from the consultation responses, and some of the key matters identified for further investigation, are provided below.

3.2. Overall support

Support for the scheme remains high with the majority of the responses received stating support for the proposals or stating that the Third River Crossing is needed.

3.3. Type of bridge

There is general support for the bridge form being a double leaf bascule bridge, with no significant volume of responses suggesting an alternative. There is comment that the bridge needs to be reliable and easy to maintain in order to minimise impacts to both road traffic and river vessels.

The responses regarding the type of opening mechanism were mixed. Those supporting an opening mechanism with counter weights below ground (and with knuckles extending into the river) tended to cite visual appearance as the main reason for this. Those supporting an opening mechanism above ground (and with piers in the river) tended to cite the reduced impact on tidal flows as the main reason for this.

3.4. Highway design and public realm:

There was overall general support for the highway design and public realm proposals with suggestions for this to include artwork (such as a sculpture), benches, information boards about the bridge, community managed planting, and good lighting. Other suggested changes are detailed in Section 3.9 below.

3.5. Traffic impacts

The majority of responses consider that the Third River Crossing will help congestion in Great Yarmouth. The greatest concern regarding traffic impacts remains how much queueing traffic will occur when the bridge opens for river vessels. In particular whether traffic will queue back through the A47 Harfrey's Roundabout and the proposed traffic signalled junction on South Denes Road.

The impacts of the scheme on Southtown Road and South Denes Road were also highlighted as concerns by some responses.

There were comments regarding the routes that vehicles might take when leaving

the bridge on the east side of the river. Suggestions for clear routeing and direction signing to the sea front, town centre and outer harbour were made.

3.6. Marine impacts

A number of responses considered that they lacked sufficient knowledge to comment on the impacts to marine operations, some suggesting that mitigating the impact on road transport was more important than mitigating the impact on river vessels.

Whilst the bridge will open on demand to commercial vessels there were suggestions that this commitment should also be given to non-commercial vessels. If no such commitment could be given, then there were suggestions for improvements to berthing facilities for these vessels. The key suggestions are detailed in Section 3.9 below.

Despite the commitment to open on demand for commercial vessels some responses still consider that the scheme proposals will impact marine operations because of:

- Concerns about closures of the navigable channel during construction
- Concerns about access during times of a bridge breakdown or bridge maintenance work.
- Suggestions that Great Yarmouth port loses the advantage over its competitors of having unhindered river access.

3.7. Environmental impacts

The impact of narrowing the river on tidal flows and potential flood risk remains a concern. The impact of noise, vibration and air quality on nearby properties during construction was also highlighted.

3.8. Land impacts

The most frequent concern regarding land was the impact of the proposals on the Community Roots site. Community Roots is a community garden project that aims to provide emotional, social and practical support to people suffering mental ill health. The impacts to the site were identified as:

- The reduction in area of the site (including the loss of key features such as the Ted Ellis memorial plot, labyrinth artwork, wildlife pond and orchard).
- The impacts during construction (including impacts to wild life and plants, access and parking).
- The impacts to users of the site, a number of which use it for activities that encourage positive wellbeing and mental health recovery.

3.9. Suggested improvements to the scheme

The key suggestions for changes to the scheme proposals that have been identified to date are as follows:

- Providing cycle facilities on both sides of the bridge
- Making the Suffolk Road arm of the new roundabout on William Adams Way two-way
- Providing a direct ramped access to Southtown Road from the bridge
- Keeping parking restrictions to a minimum in order to help local residents and businesses
- Ensuring there are good links between the bridge and locations elsewhere in Great Yarmouth/Gorleston for walkers and cyclists.
- Locating the proposed VMS signs further away from Great Yarmouth

- Allowing residents to adopt areas as community-maintained spaces
- Providing more green spaces on the east side of the river
- Provide clear routing and direction signing to the sea front, town centre and outer harbour.
- Provide improvements to the vessel waiting pontoons either side of the proposed bridge as well as Breydon Bridge and Haven Bridge.
- Improving the methods (e.g. using VHF radio, telephone) vessels use to communicate with the bridge operator.
- Co-ordinating the openings of all 3 bridges to avoid significant waiting times for vessels between each bridge opening.
- Examining the options to mitigate the impacts on the MIND Community Roots site.

3.10 Conclusions

The consultation results analysed to date show that the majority of responses support the Third River Crossing and consider that it will be of benefit to Great Yarmouth. They also raise a number of matters that need to be examined before making the application for a DCO. Some of the key matters identified to date are highlighted by this report. These matters will be further reviewed and an update on each will be provided to this Committee at its next meeting in March.

With regard to the impacts on the Community Roots site it is proposed that a design review be undertaken to identify where the area of potential land take can be reduced. If the land take cannot be reduced then officers will also work to identify potential alternative sites. The intention is to hold further meetings, to which users of the site will be invited, to present the findings of the work and obtain further views on it. These meetings are planned for early in 2019 to help inform the DCO application details.

4. Financial Implication

- 4.1. The Outline Business Case submission to DfT set out the project cost which amounts to £120.653m. The Autumn Budget 2017 has confirmed a Government contribution of £98m to support the GYTRC and Programme Entry was confirmed by the Department for Transport by letter of 28 November 2017.

5. Issues, risks and innovation

- 5.1. Key risks at this stage still remain as presented to Committee on 17 March 2017, which assuming that the scheme progresses were identified as:
 - Planning Process: not obtaining planning consent; or receiving unexpected and onerous requirements from the Development Consent Order.
 - Construction: difficulties in securing access for surveys and preliminary construction; the construction schedule of the A47 roundabout, or other A47 schemes, conflicting with the bridge works programme; or adverse weather conditions causing delays/damage to construction.
 - Port operations: the number and type of vessels changing significantly between now and construction, resulting in reduced traffic benefits or greater mitigation requirements; the need to alter the bridge, or its construction, to accommodate port operations; or the bridge affects the river sedimentation regime (locally or more widely) affecting port operations and maintenance.
 - Design/Scope change: vessel simulations show a need for a bridge wider

than 50m clear span; variations from current geotechnical and topographical assumptions impact on the design; or unexpected statutory services are located, particularly if they are under water/anticipated pier and fender locations.

6. Background

- 6.1. In 2009 Cabinet adopted a preferred route for the scheme by way of a dual carriageway link utilising a 50m span bascule bridge over the river, it authorised purchase of properties the subject of valid Blight Notices served upon the Council and agreed for further study work to be undertaken into funding and procurement options.
- 6.2. Since then, £2.8m has been invested by the Council to acquire properties and land
- 6.3. Following the submission of the OBC in March 2017, that utilised funding provided by the DFT as part of its fast track Large Local Major Transport Schemes fund, local work has continued to be delivered in line with the overall programme. The Autumn Budget 2017 has confirmed a Government contribution of £98m to support the GYTRC and Programme Entry was confirmed by the Department for Transport by letter of 28 November 2017. The reports presented to EDT Committee on 15 September 2017 and 10 November 2017 provided an update on progress since the submission of the OBC.
- 6.4. The report to EDT Committee on 19 January 2018 outlined and sought agreement on the process for procuring a design and build contractor for the Third River Crossing scheme. A further report to Full Council on 15 October 2018 provided an update on this procurement and sought approval to delegate the award of the contract to design and build the scheme to the Executive Director of CES and Executive Director of Finance and Commercial Services, in consultation with the Leader, Deputy Leader and Chair of EDT committee.
- 6.5. **Background Reports**
 - Cabinet 7 December 2009 - Follow this [link](#) (see item 22)
 - EDT Committee 20 May 2016 – Follow this [link](#) (see item 9 page 28)
 - EDT Committee 17 March 2017 - Follow this [link](#) (see item 11 page 43)
 - EDT Committee 15 September 2017 – Follow this [link](#) (see item 15 page 98)
 - EDT Committee 10 November 2017 - Follow this [link](#)
 - EDT Committee 19 January 2018 – Follow this [link](#)
 - Full Council 15 October 2018 – Follow this [link](#)

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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Great Yarmouth Third River Crossing Stage 3 (Statutory pre-application) Consultation 20 August 2018 to 5 October 2018

We need your views on the proposed new bridge over the River Yare in Great Yarmouth.

This brochure sets out our proposals for the Third River Crossing. A questionnaire is available for you to feedback your comments and views.



If you need this report in large print, audio, Braille, alternative format or in a different language please email gy3rc-st3consultation@norfolk.gov.uk or telephone 0344 8008020 and we will do our best to help.

Introduction

The Third River Crossing scheme involves the construction, operation and maintenance of a new bridge over the River Yare in Great Yarmouth.

The crossing links the A47 at Harfrey's Roundabout with South Denes Road.

In Spring 2019 Norfolk County Council intends to make an application to the Secretary of State for a Development Consent Order for the Third River Crossing.

We are proposing a double leaf bascule bridge (a type of lifting bridge - similar in operation to the existing Haven Bridge). Although the height and horizontal alignment of the bridge deck is already fixed, we would like to retain some flexibility regarding the range of structure design and opening mechanisms being considered (see pages 6 and 7).

Before making this application we would like your views on the scheme that we propose to submit.

Why do we need the Third River Crossing?

The objectives of the Third River Crossing are:

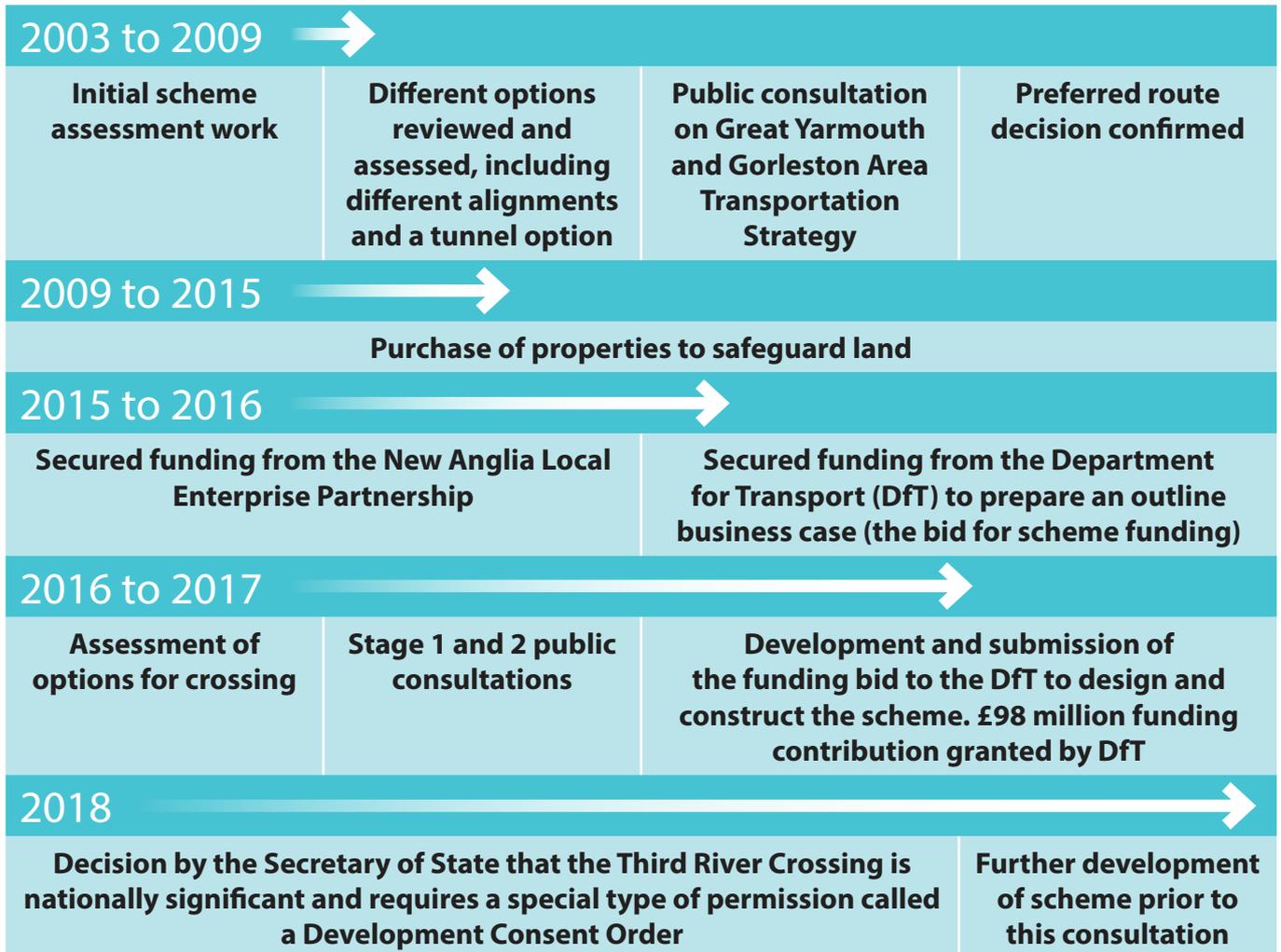
- To support Great Yarmouth as a centre for the offshore renewable energy, oil and gas industries and to enhance the port's role as an international gateway
- To help create new jobs by improving transport links between the port and the main road network
- To support the regeneration of Great Yarmouth, including the town centre and seafront
- To improve local access by reducing congestion and improving journey time reliability
- To improve safety and remove heavy traffic from unsuitable routes within the town centre
- To improve access to the Great Yarmouth peninsula for pedestrians, cyclists and buses
- To protect and improve the environment, and minimise the impact of the scheme on local people and places

Project funding

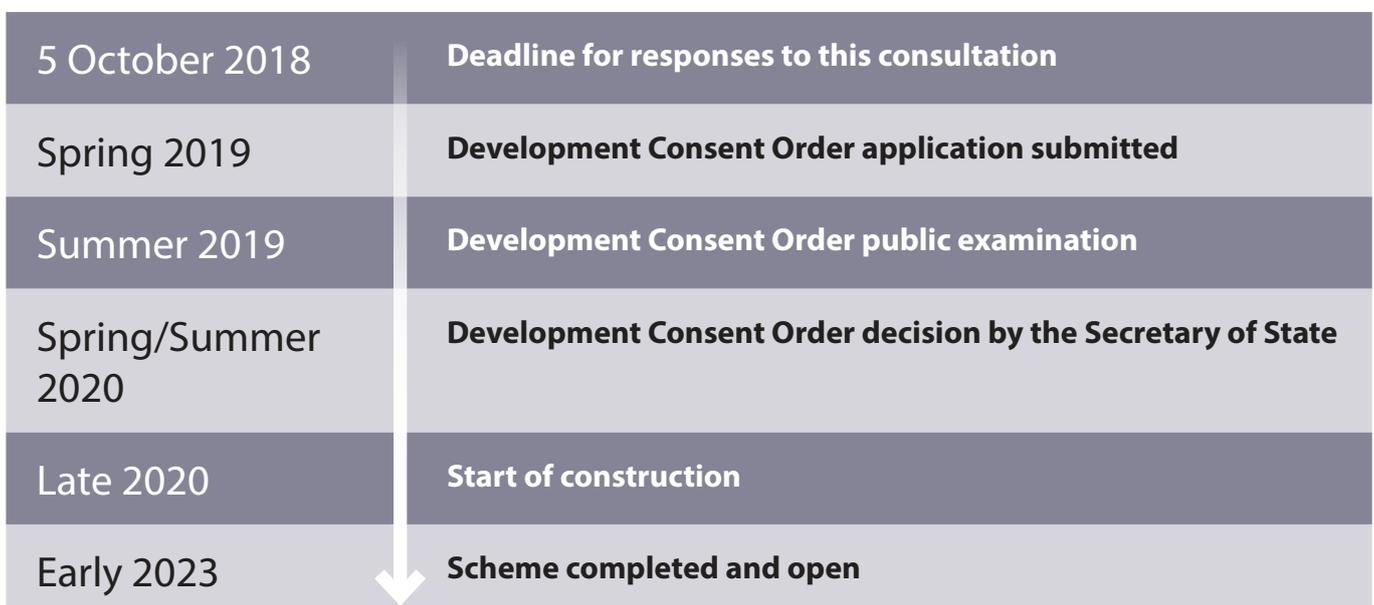
Norfolk County Council submitted a bid for a funding contribution to the Department for Transport (DfT). The submission to DfT set out the project cost as approximately £120m. The Autumn Budget 2017 allocated a Government contribution of £98m towards the scheme. The remaining cost will be locally funded and is likely to come from a range of sources.

Progress to date and future timeline

Progress to date



Future timeline



This consultation

This consultation is **Stage 3** of a three stage consultation process:

Dates	Stage	Purpose
November 2016 - January 2017	Stage 1 Initial engagement consultation	This was a non-statutory consultation to understand views on congestion, share emerging proposals and understand level of support
September – October 2017	Stage 2 Scheme development consultation	This was a non-statutory consultation to provide an update on progress and understand views on the bridge development work so far
August – October 2018	Stage 3 Statutory pre-application consultation	This is the statutory consultation to present details of the proposed scheme and obtain views on it before making an application for a Development Consent Order

This is the current consultation

The key findings from Stage 1:

- Congestion in Great Yarmouth is considered a serious issue
- The Third River Crossing would make journeys faster
- Congestion would be reduced by the new crossing

The key findings from Stage 2:

- Support for the scheme remains high
- There is overall support for the proposed scheme of a bascule bridge at 4.5m clearance
- A key concern relates to how the bridge affects port business and the passage of vessels on the river
- The consultation identified a number of suggestions regarding how the scheme could be improved

Why are we consulting?

The Secretary of State has determined that the Third River Crossing is a project of national significance for the purposes of the Planning Act 2008.

This means that the project requires a special type of permission, called a Development Consent Order, to construct, operate and maintain it.

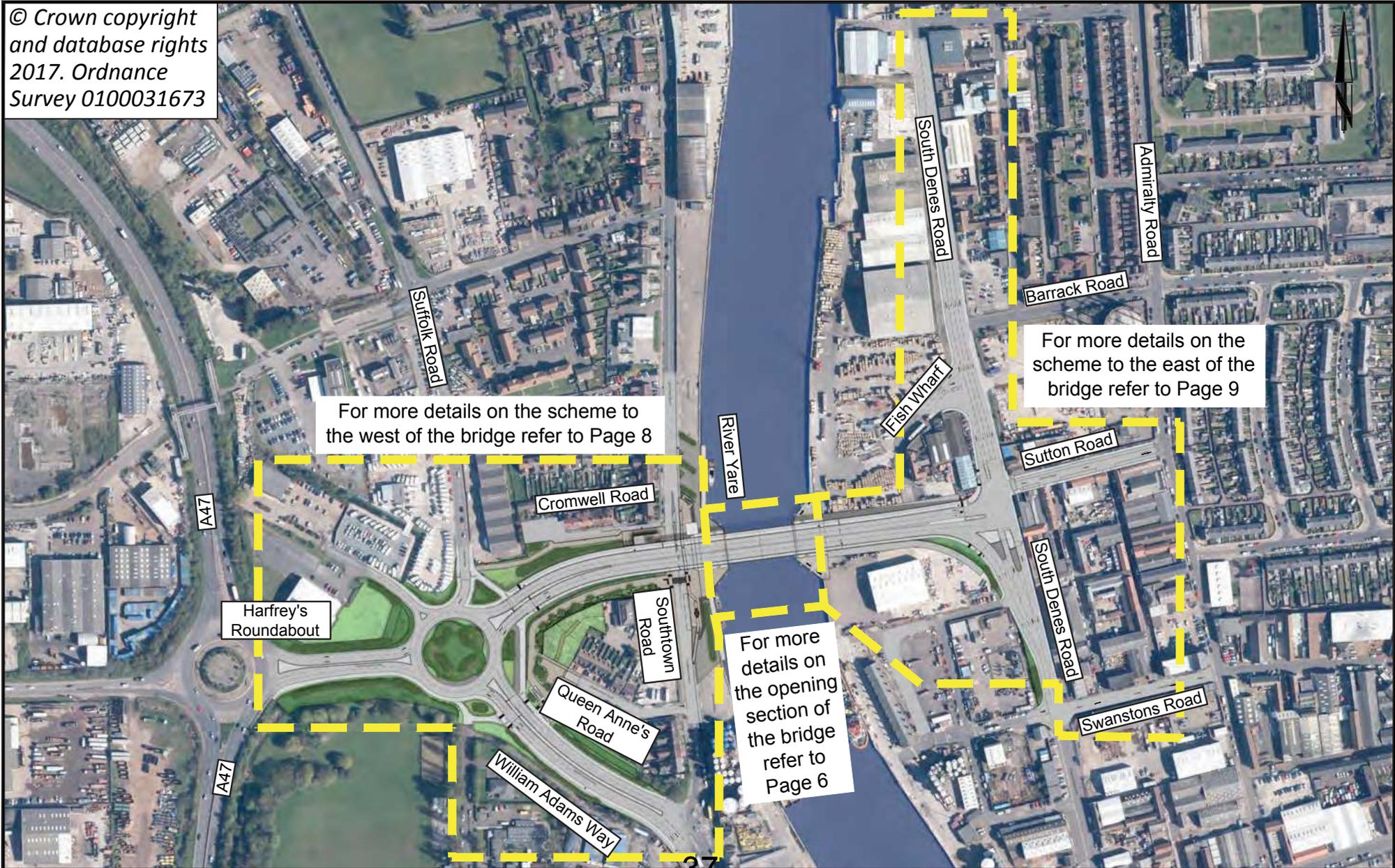
Under the Planning Act 2008 we have to carry out a statutory consultation before we apply for a Development Consent Order. This is the current consultation and your responses to this will help us develop the scheme.

A key feature of a Development Consent Order is that it replaces the need for planning permission and various other consents/orders which a project would normally need. Therefore this consultation is a very important opportunity to express views on the scheme.

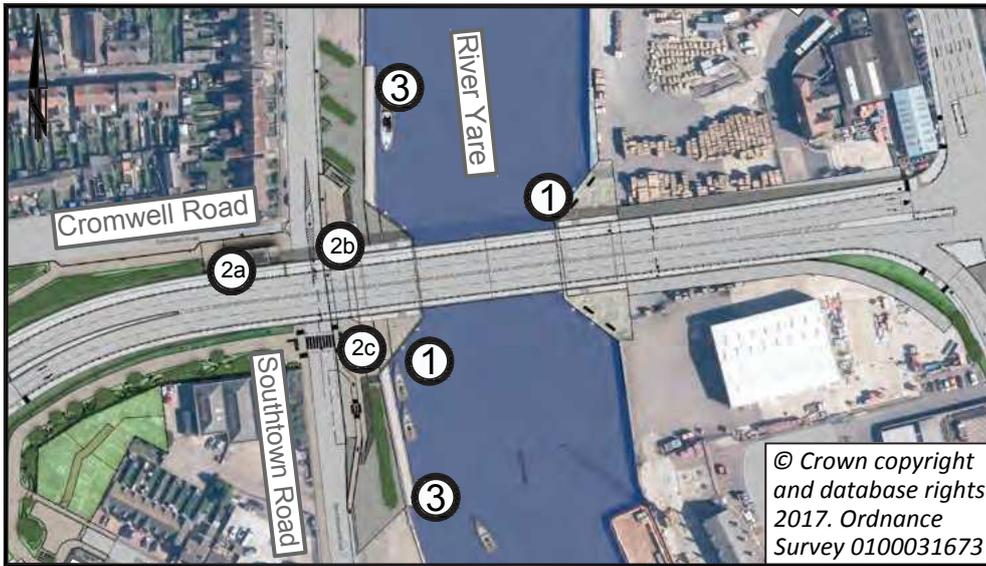
You can find out more on how to comment and have your say on page 17.

Main scheme overview plan

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2017. Ordnance
Survey 0100031673



The opening section of the bridge



The new bridge needs to open to allow the passage of boats and large vessels along the river. The Stage 2 Consultations in Summer 2017 helped confirm our view that the best solution for an opening bridge is to provide a bascule bridge with two sections or 'leaves' that lift. The bridge would have a clearance of 4.5m over the water at high tide when in the lowered position.

Depending on the type of bascule bridge, the bridge may need structures extending into the river to accommodate the opening mechanism **(1)**. A control tower structure located next to the bridge would enable the 24/7 operation of the opening span. Three provisional locations have been identified for the control tower depending on the type of bascule bridge

chosen. These are shown as **(2a)**, **(2b)** and **(2c)**. Please see page 7 for more information on the possible types of bascule bridge.

Barriers with flashing signs will be provided to prevent access onto the bridge whilst it opens. A waiting berth suitable for small vessels on either side of bridge will allow for moorings of vessels waiting for the bridge to open **(3)**.

Key facts about the bridge

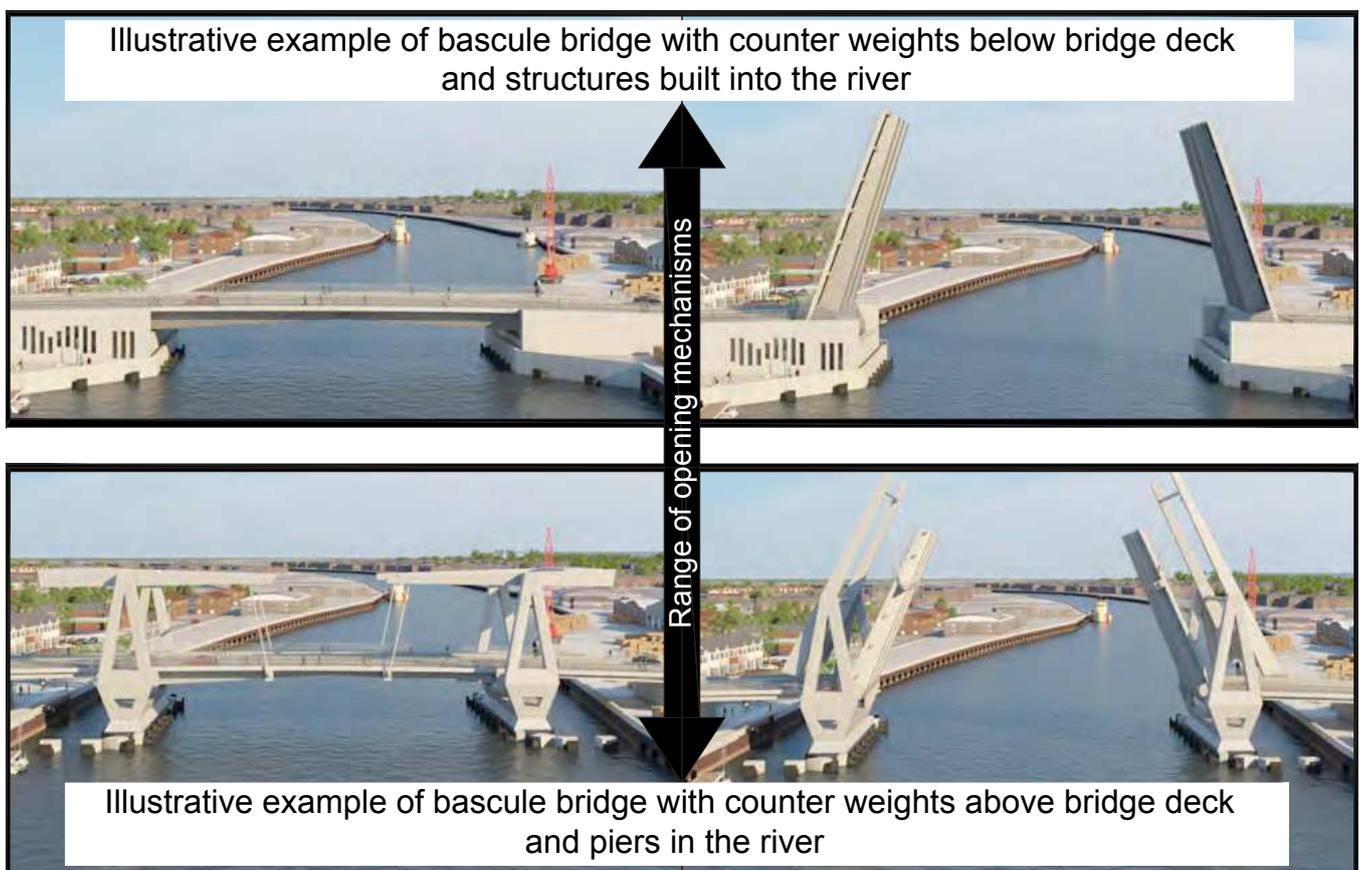
Estimated number of openings on a typical day (in 2023)	15 (based upon our assessment of predicted river traffic)
Anticipated total length of time the bridge is closed to road traffic on a typical day	82 minutes (approximate average of 5 minutes 30 seconds per opening)
Total time each day the bridge is open to traffic/pedestrians/cyclists	22 hours 38 minutes
Time to open bridge as a result of power failure or hydraulic failure	It will take a maximum of 1 hour to open the bridge
Marine operations	The bridge will open for commercial vessels when required and for recreational vessels by arrangement

Bascule bridge options

We are proposing a double leaf bascule bridge. After assessment this type of structure is the most appropriate at delivering the benefits of the scheme. The height and horizontal alignment of the bridge deck is already fixed. However, at present we would like to retain some flexibility regarding the type of opening mechanism to allow contractor innovation and hopefully reduce cost.

We have produced indicative visualisations below to show the range of opening mechanisms being considered.

The environmental assessments undertaken to date have taken account of this range of opening mechanisms by assessing a 'worst case'. The opening mechanism would be fixed when we submit our application for a Development Consent Order. **We welcome your views on the illustrative designs but please note the final design may be different to those shown below.**



The final choice on the opening mechanism will be made by Norfolk County Council. In making this decision the following will need to be considered:

- Operation times to ensure minimal delay to marine and road traffic
- Constructability (how easy it is to build)
- Cost, including future maintenance
- Safety and maintenance
- Impact on vessel navigation on River Yare
- Impact on surrounding land uses and port operations
- Aesthetic appeal and appropriateness to its surroundings / visual impact
- Environmental impacts
- Comments made during this consultation
- Reliability

Proposals on west side of the bridge

On the west side of the bridge the scheme involves a new dual carriageway road linking the A47 at Harfrey's Roundabout to the bridge crossing.

A new five arm roundabout **(1)** on William Adams Way would be provided at the junction with Suffolk Road, allowing access to the Kings Centre and to provide a new dual carriageway road **(2)** onto the bridge.

A new bridge would be provided over Southtown Road **(3)**.

Queen Anne's Road would be closed at its junction with Suffolk Road and a new junction provided onto Southtown Road **(4)**.



A new pedestrian crossing would be provided on Suffolk Road **(5)**.

The footbridge on William Adams Way would be removed and replaced by a new crossing for pedestrians and cyclists **(6)**.

Key facts about the western side

<p>Height</p>	<p>The new roundabout on William Adams Way (1) would sit approximately 2 metres above the surrounding existing ground levels</p> <p>The new dual carriageway road would rise up to approximately 7.2 metres above Southtown Road (3)</p> <p>The bridge approach embankments would be retained by reinforced earth or retaining walls</p>
<p>Gradients</p>	<p>A maximum gradient of 5% (1 in 20) would be provided on the bridge approaches</p>

Proposals on east side of the bridge

On the east side of the bridge the scheme involves a new dual carriageway road linking South Denes Road to the bridge crossing.

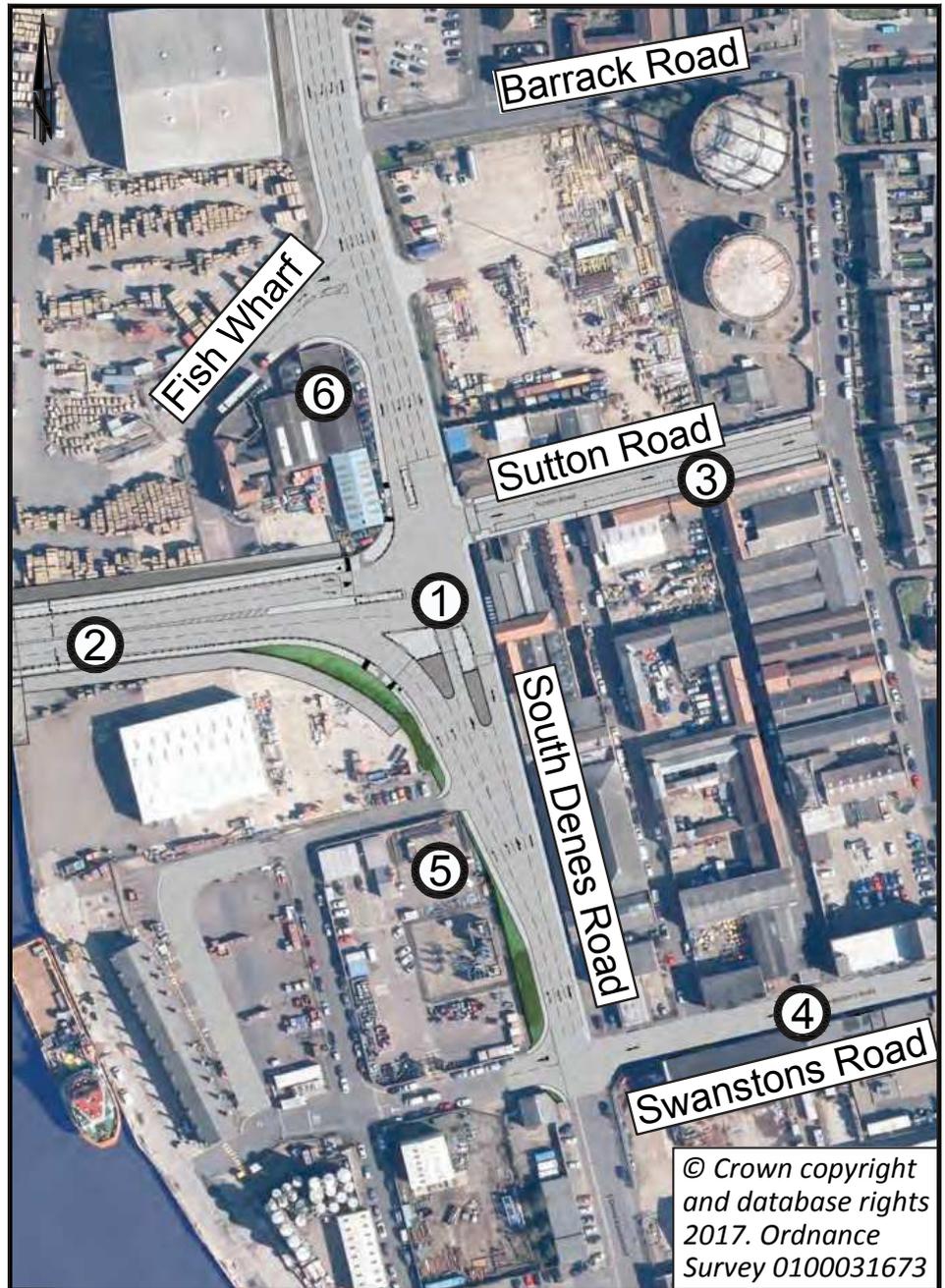
A new signal controlled junction would be provided at the junction of South Denes Road with Sutton Road **(1)**. South Denes Road would be widened to the side closest to the river on its approaches to this junction.

A new dual carriageway road **(2)** would be provided from this junction onto the bridge.

The one way systems on Sutton Road **(3)** and Swanstons Road **(4)** would be reversed.

New access arrangements would be provided to and from the existing quayside areas near the bridge **(5)**.

Revisions to the junction of Fish Wharf with South Denes Road **(6)** would be required.

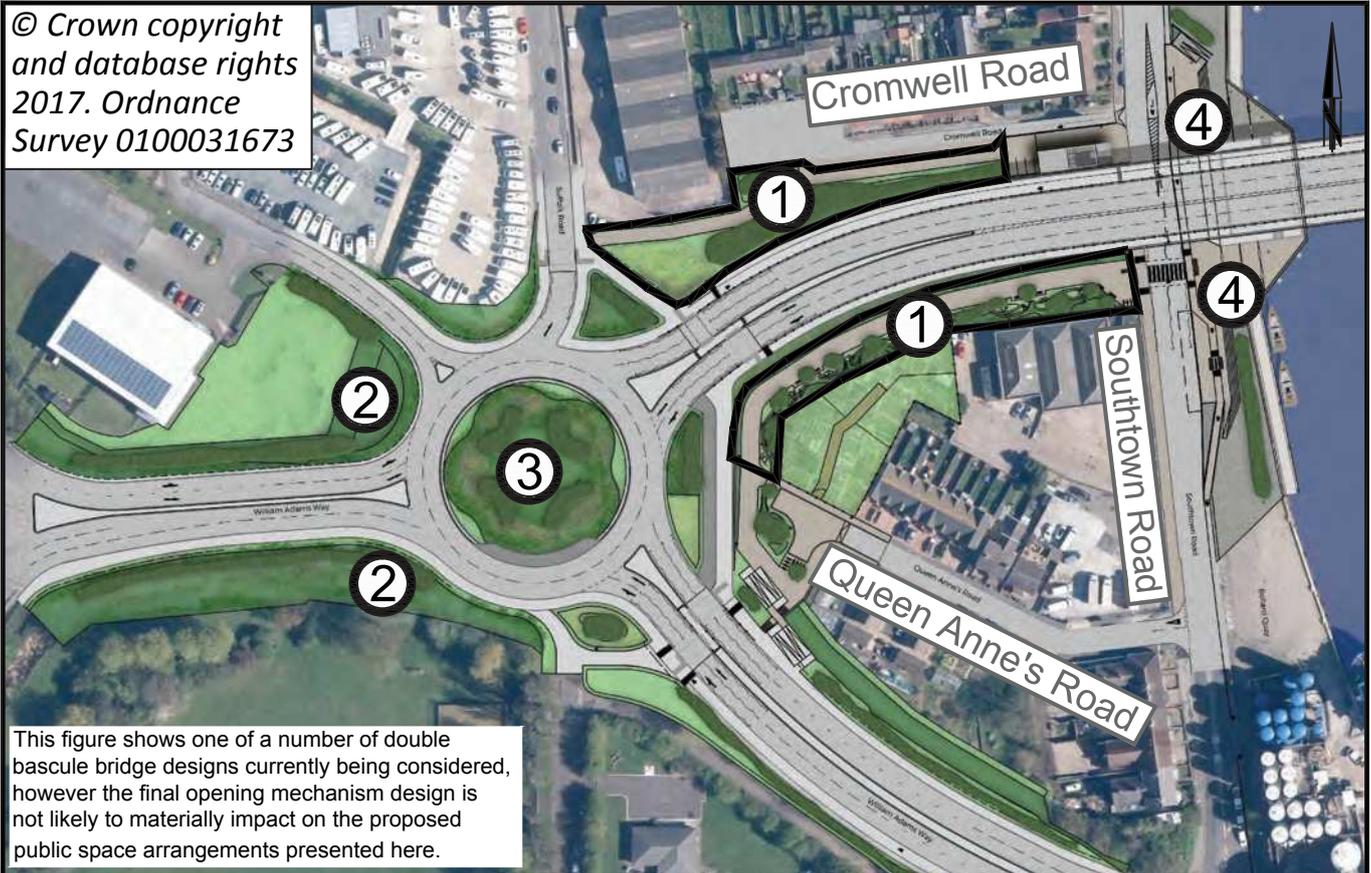


Key facts about the eastern side

Height	The signal controlled junction with South Denes Road (1) would be at existing ground level
Gradients	A maximum gradient of 5% (1 in 20) would be provided on the bridge approaches

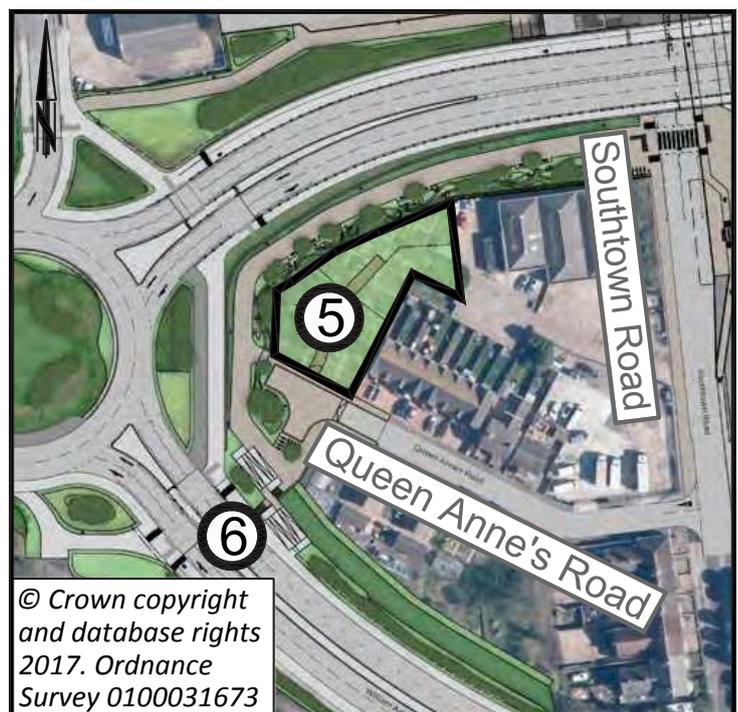
Public space improvements

As part of the scheme proposals we intend to provide a number of public space improvements within the land required for the scheme. These include the provision of new areas of public routes **(1)** and areas of landscaped space **(2)** (including the centre of the new roundabout on William Adams Way **(3)**). The area around the bridge at Bollard Quay provides the opportunity to consider a new public space, forming an important interchange for pedestrians and cyclists **(4)**.



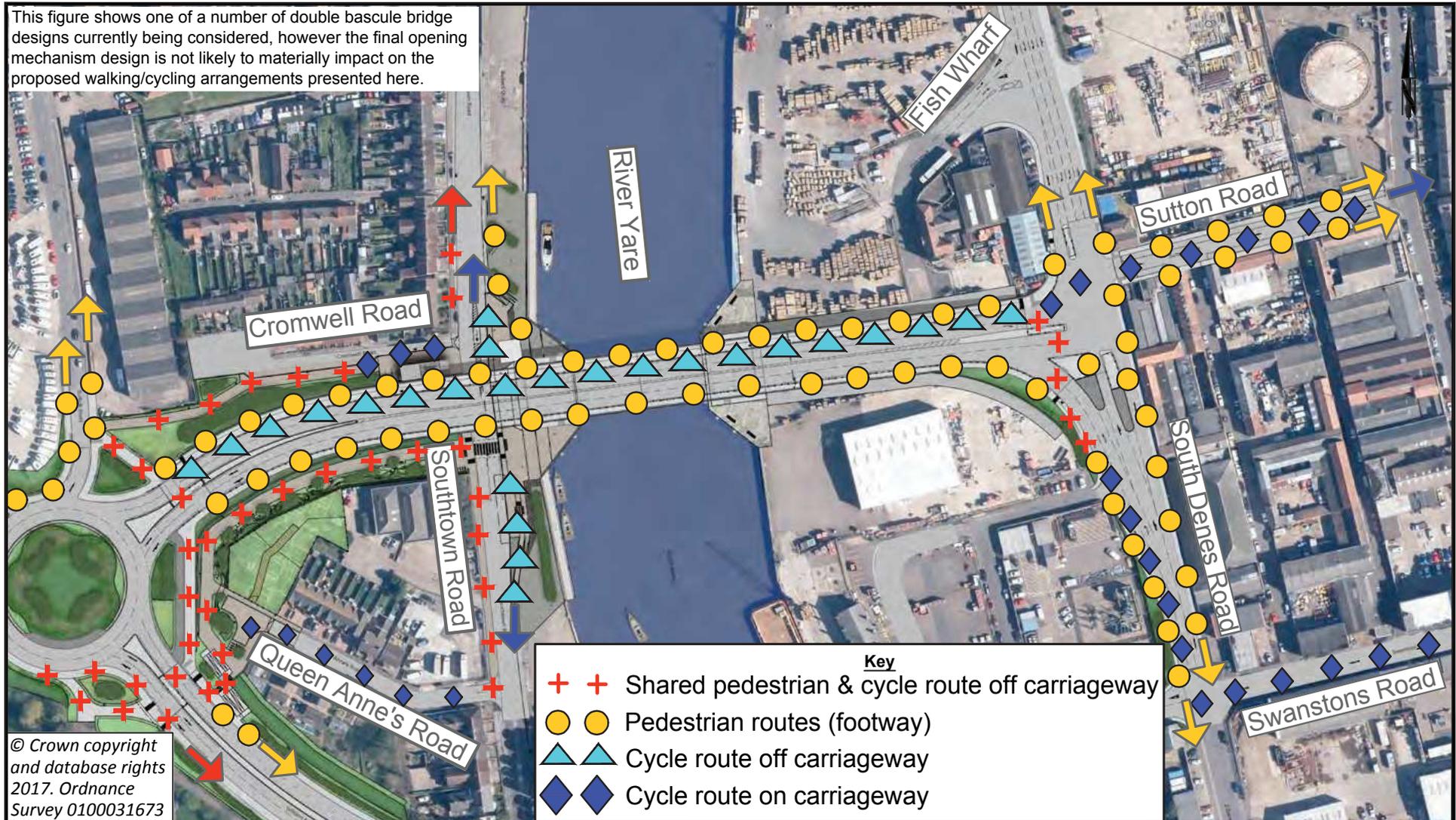
The Third River Crossing scheme requires land from the existing allotment sites. A new location for the existing allotment site on the north of Queen Anne's Road has been identified **(5)**.

Steps/ramps up to William Adams Way are proposed **(6)**.



Walking/cycling routes

The design of the proposed highway alignment and bridge approach creates an opportunity to develop routes for walkers and cyclists that connect Southtown Road with South Denes Road. The proposed routes for walkers and cyclists are shown on the plan below.



Lighting, parking and vessel berths

Lighting

We intend to install lighting on and around the new bridge. The lighting design will be developed further during detailed design, to incorporate both the architectural lighting of the crossing and also the public space areas that have been identified. The lighting scheme will utilise specialised lighting to minimise obtrusive light and to mitigate any light pollution onto the River Yare and avoid any impacts to navigation.

Waiting and Parking Restrictions

Between the new roundabout on William Adams Way and the new traffic signalled junction on South Denes Road the bridge and its approach road would have the following parking restrictions:

- no waiting at any time
- no loading/unloading at any time

Changes to waiting/parking restrictions on other roads are being developed and will be included in the application for a Development Consent Order.

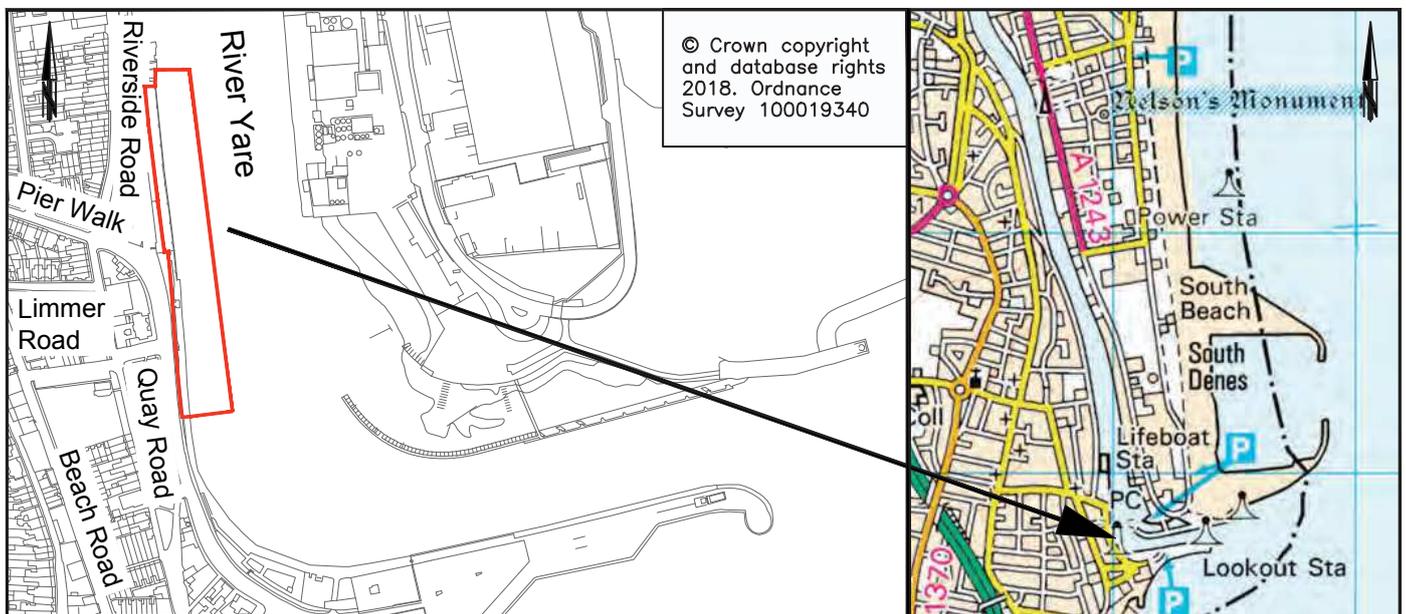
River Vessel Berthing Facilities

Page 6 of this document describes the proposals for waiting facilities to the north and south of the bridge for small vessels.

Consideration is being given to a potential large commercial vessel waiting facility, for use in the event that the bridge fails to operate. The proposed location for this facility is shown below.

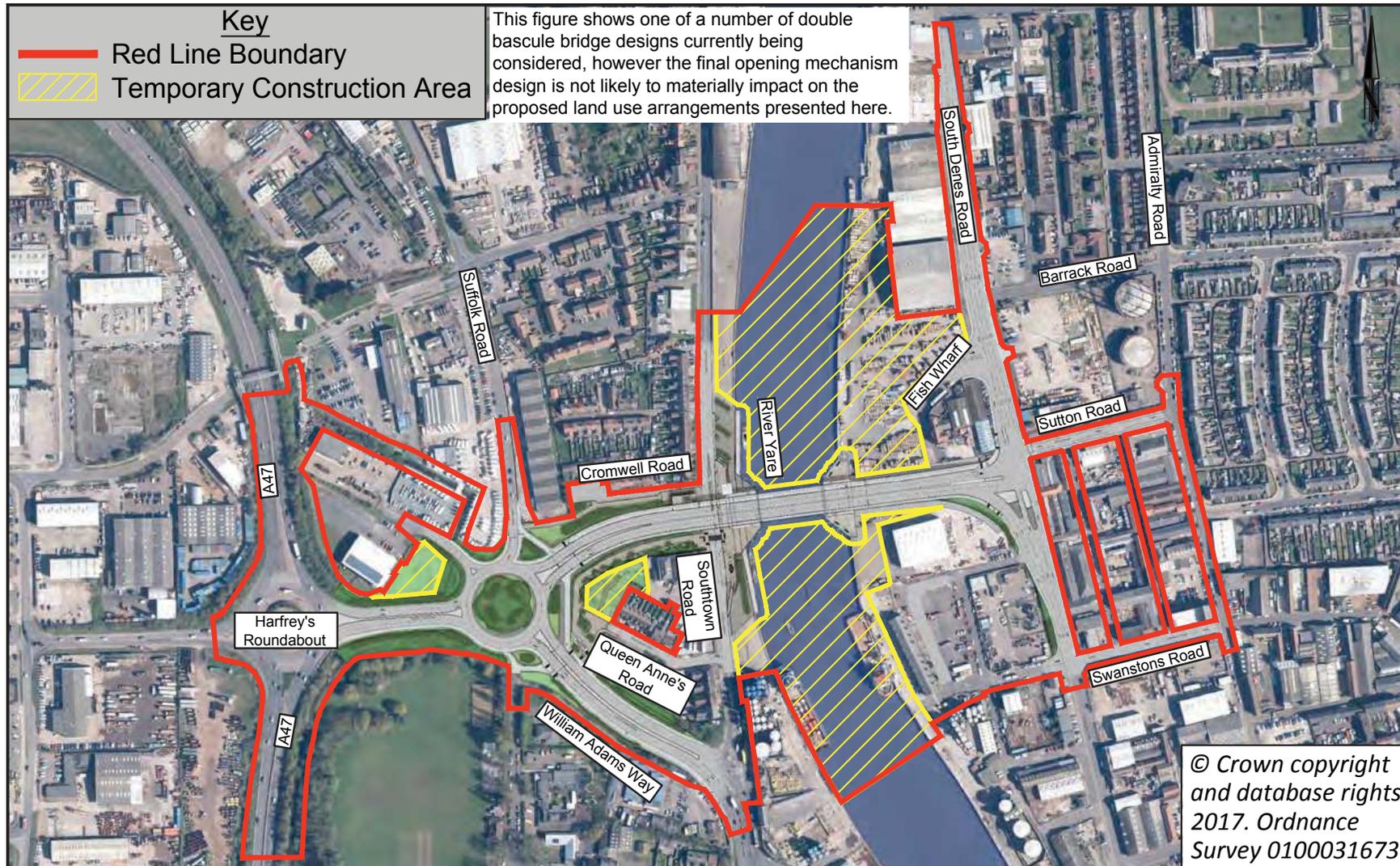
The facility would be designed to accommodate all commercial vessels greater than 30m in length that are capable of using the River Port. It would only be provided for temporary mooring while the bridge was restored to an operational condition and no port facilities would be provided at the location.

The need for this facility will be confirmed in the application for the Development Consent Order.



Land

The area of the proposed development site is shown by the red line below. This includes the area of the permanent scheme, areas required temporarily during construction and areas where works will be required to private property.

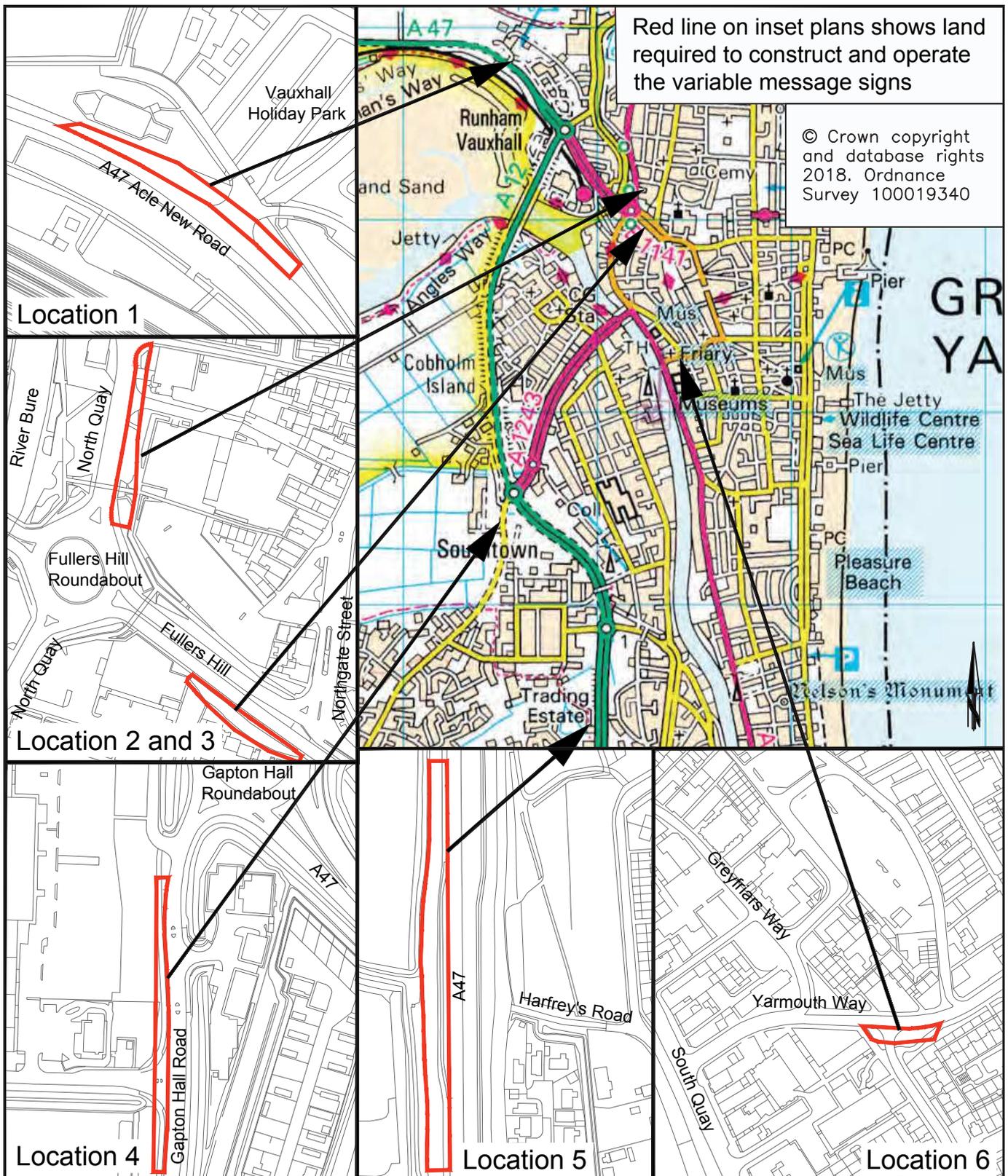


Where we do not already own or control the land, we have started negotiations with the relevant landowners. However, as part of our application for a Development Consent Order we intend to apply for powers which would allow us to acquire land and rights over land compulsorily (subject to payment of compensation) if it has not been possible to acquire by agreement.

Variable Message Signs

We are proposing to install a number of electronic variable message signs to assist the movement of traffic around Great Yarmouth in response to the status of the Third River Crossing. These will warn drivers when the proposed new bridge is closed to traffic, and will help to manage traffic on the approach to the scheme and within the town centre.

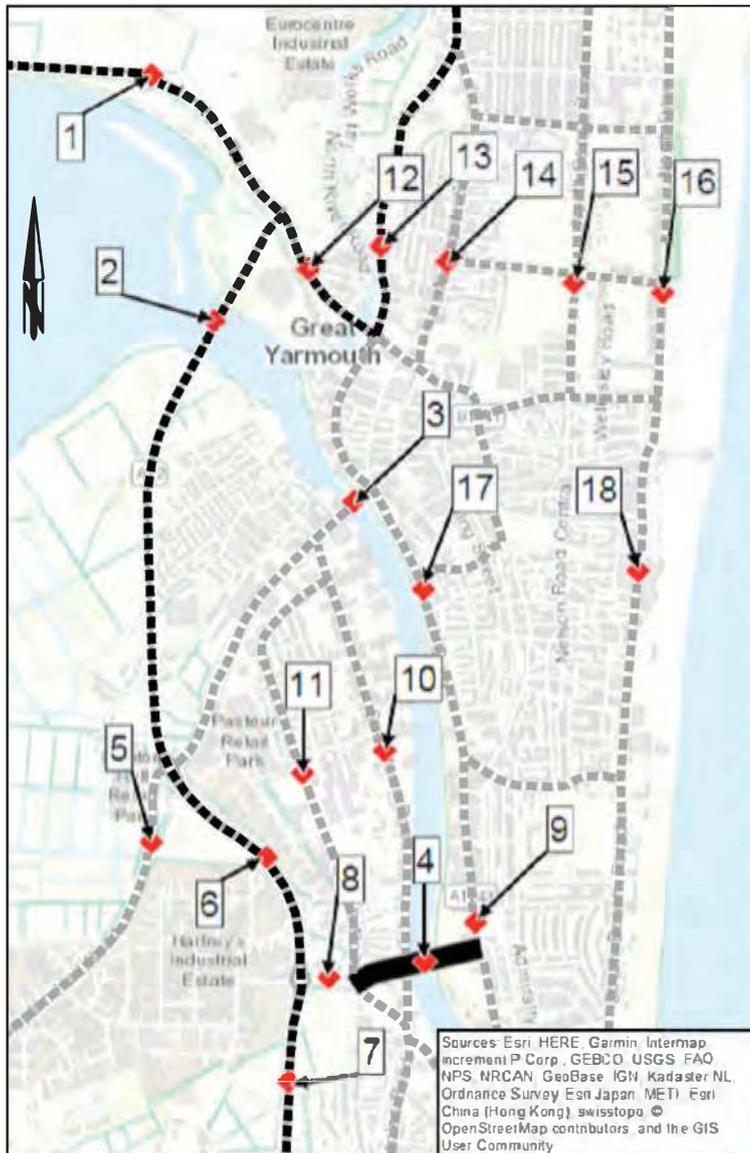
The locations of these are shown below. Each requires small areas of land to provide them.



Traffic impacts

We have used computer modelling software to assess the potential impacts of the proposed scheme on traffic flows. The model has been used to develop forecasts for traffic in the envisaged opening year of 2023 and in 2038.

The plan below shows the traffic flow forecasts obtained from the model.



Sources: Esri, HERE, Garmin, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGM, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), swisstopo, © OpenStreetMap contributors, and the GIS User Community

Key				
— GY3RC Scheme Location				
◆ Count Locations				
2018	2023 without GY3RC	2038 without GY3RC	2023 with GY3RC	2038 with GY3RC

Figures shown are 2 Way Average Daily Flow (24hrs)

1 - A47 - Acle New Road				
18300	19000	21800	19200	22200
2 - A47 - Breydon Bridge				
31400	33900	39200	30600	35000
3 - A1243 - Haven Bridge				
21900	24100	30300	12100	18600
4 - Third River Crossing				
0	0	0	19400	21700
5 - Gapton Hall Road				
16900	15700	18900	13300	16300
6 - A47 - south Gapton Hall Roundabout				
35300	40200	45200	31900	36800
7 - A47 - south Harfreys Roundabout				
34800	39700	45800	41600	46300
8 - William Adams Way				
13400	14000	15400	21700	19600
9 - Southgates Road				
5000	7000	8600	13500	14800
10 - Southtown Road				
10600	10200	12200	7400	9800
11 - Suffolk Road				
3400	4100	5500	3600	4300
12 - A149 - New Acle Road				
27800	29200	35500	24500	28400
13 - A149 - Lawn Avenue				
19100	20200	22000	20000	21700
14 - Northgate Street				
7900	8500	11000	8000	10200
15 - Nelson Road North				
5200	5500	6500	5800	6800
16 - North Drive				
6600	7200	8700	7300	9200
17 - A1243 - South Quay				
14700	16300	18500	9100	11400
18 - Marine Parade				
6600	7300	8900	7800	10100

We have created a separate briefing note about our transport modelling which describes the process we have used to produce the data in this document. This is available to view on Norfolk County Council's website (www.norfolk.gov.uk/3rc), at the public consultation events and locations set out on page 18. You can also obtain a copy by emailing us at gy3rc-st3consultation@norfolk.gov.uk.

Environmental impacts

The nature and scale of the scheme is such that it requires a formal Environmental Impact Assessment. Specific consideration of the scheme's effects on sites protected by the Habitats Directive is also required. We will submit an Environmental Statement with our application for a Development Consent Order. This Environmental Statement will set out our full assessment of the environmental impacts of the Third River Crossing, including its effects on the Habitats Directive sites.

Some of the topics assessed in the forthcoming Environmental Statement will include:

- **Air quality** – will assess the changes in concentrations of vehicle emissions as a result of the scheme. The assessment will also evaluate the potential dust created during construction
- **Noise and vibration** – will assess the changes in noise and vibration as a result of vehicle movements associated with the scheme. The assessment will also evaluate noise and vibration as a result of construction activities
- **Ecology** – considers effects of the scheme on species, habitats and protected sites, including the River Yare, which forms part of the Outer Thames Estuary Special Protection Area.
- **Geology and soils** – considers the effects to the underlying geology, contaminated land and unexploded ordnance
- **Townscape and visual impact** – considers the visual impacts in the surrounding local area, which is expected to be greatest once the bridge is open
- **Cultural heritage** – considers the impacts on archaeology, monuments and historic buildings
- **Drainage and flood risk** – considers the effects to surface and ground water quality, as well as the potential for the scheme to increase flood risk
- **People and communities** – considers the effects of land take, impacts on people and businesses and also the employment opportunities and economic activity that may be created

At the time of this consultation we are still currently assessing the impacts, and this process will need to continue as the scheme proposals are refined and finalised following this consultation.

We have produced a Preliminary Environmental Information Report (PEIR) which provides information on the potential environmental effects of the scheme using information that is currently available to us. We have also produced a non-technical summary of the PEIR.

Both the PEIR and its non technical summary are available to view on Norfolk County Council's website (www.norfolk.gov.uk/3rc), at the public consultation events and locations set out on page 18. You can also get a copy by emailing us at gy3rc-st3consultation@norfolk.gov.uk.

Responding to this consultation

We would like to hear your views on our proposals for the Third River Crossing.

You can respond to this consultation by:

- Completing a questionnaire on line at www.norfolk.gov.uk/3rc
- Completing the paper questionnaire that accompanies this brochure and posting it to **Freepost Plus RTCL-XSTT-JZSK, Norfolk County Council, GY3RC, Ground floor - south wing, County Hall, Martineau Lane, Norwich NR1 2DH**
- Emailing comments to gy3rc-st3consultation@norfolk.gov.uk
- Writing to **Freepost Plus RTCL-XSTT-JZSK, Norfolk County Council, GY3RC, Ground floor - south wing, County Hall, Martineau Lane, Norwich NR1 2DH**
- You do not need to use a stamp if you are using the above Freepost address. However, if you want to help the council save money please use a stamp and send to this address: **Great Yarmouth Third River Crossing Stage 3 Consultation, Infrastructure Delivery Team, Norfolk County Council, County Hall, Martineau Lane, NR1 2DH.**

The deadline for responses to this consultation is 23:59 hrs on 5th October 2018.

If you have any queries regarding the consultation please email gy3rc-st3consultation@norfolk.gov.uk or phone 0344 800 8020. However, please could all responses to the consultation be made in writing using one of the methods outlined above.

How we will use your responses

We will record all comments received during the consultation period and the project team will carefully consider these. We will produce a consultation report that will include your comments and an explanation of how they have helped influence the scheme. This consultation report will form part of the documents we submit with our application for a Development Consent Order.

The questionnaire that accompanies this brochure does not request identifying information such as your name or email address. It asks for a postcode so that we can understand where people's responses are coming from. The information from the questionnaire will be used solely for purposes in connection with the pre-application consultations, DCO application process, assessment and determination of the application and otherwise in connection with the further development of the scheme.

Where personal details are received as part of this consultation (e.g. from email and letter responses) these will be held securely and will not be disclosed to any third parties except where the County Council is required to do so by law (e.g. where required to do so following a Freedom of Information Act request).

All data including personal data is kept securely and stored in a password protected electronic format. Paper copies of documents received will be stored in secure cabinets. Please read Norfolk County Council's privacy notice for further information as to how your data is used and your rights - www.norfolk.gov.uk/gdpr.

How to find out more

The consultation documents will be available to view at the following places between 20 August 2018 and 5 October 2018:

- Great Yarmouth Library, Tolhouse Street, Great Yarmouth, NR30 2SH
- Gorleston Library, Lowestoft Road, Gorleston-on-Sea, Great Yarmouth, NR31 6SG
- Kings Centre, 30 Queen Annes Road, Southtown, Great Yarmouth, NR31 0LE
- Great Yarmouth Town Hall, Hall Plain, Great Yarmouth, NR30 2QF
- Priory Centre, Priory Plain, Great Yarmouth, NR30 1NW
- The Archive Centre, County Hall, Martineau Lane, Norwich, NR1 2DQ

They are also available to view on Norfolk County Council's website (www.norfolk.gov.uk/3rc).

The consultation documents include:

- This brochure
- Preliminary Environmental Information Report (PEIR)
- Non-technical summary of the PEIR
- Design process summary
- Frequently asked questions and answers
- Non-technical note on transport modelling

In addition consultation events, which will be staffed to allow interested parties to hold face-to-face discussions with the project team, are being held at the following venues.

Venue	Date	Time
Great Yarmouth Library, Tolhouse Street, Great Yarmouth, NR30 2SH	Saturday 25 August 2018	10am to 4:30pm
Priory Centre, Priory Plain, Great Yarmouth, NR30 1NW	Thursday 30 August 2018	10am to 9pm
Gorleston Library, Lowestoft Road, Gorleston-on-Sea, Great Yarmouth, NR31 6SG	Tuesday 4 September 2018	10am to 8pm
Kings Centre, 30 Queen Annes Road, Southtown, Great Yarmouth, NR31 0LE	Wednesday 12 September 2018	10am to 8pm



If you need this report in large print, audio, Braille, alternative format or in a different language please email gy3rc-st3consultation@norfolk.gov.uk or telephone 0344 8008020 and we will do our best to help.

Ak potrebujete tento dokument vytlačený veľkým písmom, Braillovým písmom, v alternatívnom formáte, vo zvukovej forme alebo v inom jazyku, pošlite e-mailovú správu na adresu gy3rc-st3consultation@norfolk.gov.uk, kontaktujte oddelenie služieb zákazníkom na čísle 0344 800 8020 alebo pošlite textovú správu na 18001 0344 800 8020 (textový telefón) a vynesnažíme sa pomôcť vám.

Если вам необходимо распечатать этот документ крупным шрифтом, шрифтом Брайля, а также если этот документ нужен вам в аудио-формате, альтернативном формате или на другом языке, отправьте сообщение на адрес электронной почты gy3rc-st3consultation@norfolk.gov.uk, обратитесь в центр обслуживания клиентов по телефону 0344 800 8020 или службу для людей с ограниченными возможностями по номеру 18001 0344 800 8020 (текстофон), и мы сделаем все возможное, чтобы вам помочь.

Se precisar deste documento com caracteres grandes, em Braille, num formato alternativo, em áudio ou noutra idioma, envie, por favor, um e-mail para gy3rc-st3consultation@norfolk.gov.uk, contacte o Serviço de Apoio ao Cliente através do 0344 800 8020 ou envie uma mensagem de texto para o 18001 0344 800 8020 (telefone de texto) e faremos o nosso melhor para o/a ajudar.

Jei norétumėte šį dokumentą gauti dideliu šriftu, garso jrašu, Brailio raštu, kitu formatu ar kita kalba, atsiųskite el. laišką gy3rc-st3consultation@norfolk.gov.uk, susisiekitė su klientų aptarnavimo centru tel. 0344 800 8020, arba teksto atpasakojimo numeriu 18001 0344 800 8020 (tekstinis telefonas) ir mes pasistengsime jums padėti.

Aby otrzymać ten dokument wydrukowany większą czcionką, zapisany alfabetem Braille'a, w innym formacie, w postaci dźwiękowej lub w innym języku, prosimy o wysłanie wiadomości e-mail na adres gy3rc-st3consultation@norfolk.gov.uk albo kontakt z Obsługą Klienta pod numerem 0344 800 8020 lub pod numerem telefonu tekstowego 18001 0344 800 8020, a dołożymy wszelkich starań, aby udzielić pomocy.

Environment, Development and Transport Committee

Report title:	Norfolk Local Transport Plan Review
Date of meeting:	18 January 2019
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact Norfolk's Local Transport Plan describes the county's strategy and policy framework for delivery of transport. The plan underpins delivery of major strategic transport schemes, informs the county council views on – amongst other things – growth plans, and is used to guide transport investment by the county council and other agencies.	

Executive summary

Local Transport Plans are statutory documents required by the Local Transport Act 2008. The Act requires local transport authorities to have an up-to-date plan. Norfolk County Council's current (third) Local Transport Plan (LTP3) was adopted in 2011. It describes the county's strategy and policy framework for delivery up to 2026 with an Implementation Plan covering the period 2015- 2021.

Members are asked to agree to a review of LTP3, to update the plan to cover the period 2020-2036 in conjunction with an updated Implementation Plan. This is necessary to ensure that the county council continues to meet the requirements of the 2008 Act (to have an up-to-date plan) and will take account of economic, societal, technological, environmental and political changes. If committee agree, the county council's fourth Local Transport Plan (LTP4) and accompanying Implementation Plan would be completed by the end of 2020, at which time it will need to be agreed and adopted by Full Council. A more detailed programme, together with details of member and other stakeholder engagement, is given in the body of the report.

The six strategic aims of LTP3 are proposed to be retained: Managing and maintaining the transport network; Sustainable growth; Strategic connections; Transport emissions; Road safety; and Accessibility. The review will need to take account of changes since LTP3 was adopted including the county council's objectives and agreed transport priorities of the Norwich Western Link, Long Stratton Bypass and Great Yarmouth Third River Crossing along with ongoing support for dualling the A47.

Recommendation:

Committee is recommended to:

- 1. Agree to review the Local Transport Plan.**

1. Proposal

- 1.1. A review of the county council's Local Transport Plan is proposed. This is to ensure that the plan continues to deliver the council's objectives and priorities including underpinning the county council's priority transport projects (the Norwich Western Link and Long Stratton Bypass) and to ensure that the county council continues to meet the requirements of the Local Transport Act 2008 to have an up-to-date plan.

1.2. A light-touch review is proposed. This is estimated to cost £60,000, to cover the cost of the necessary technical appraisals and any consultation and be complete by the end of 2020. It is proposed that the six strategic aims of the current LTP are retained. These are: maintaining and managing the highway network; delivering sustainable growth; enhancing strategic connections; reducing emissions; improving road safety; and improving accessibility.

These strategic themes will enable the county council's priorities to be detailed. These priorities will be developed and agreed as part of the review of the LTP. They are proposed to be based on the following, which have been derived from existing member commitments and agreed plans and policies:

- A47 full dualling and appropriate grade-separation, A11 grade-separation at junctions
- Great Yarmouth Third River Crossing, A140 Long Stratton Bypass, Norwich Western Link
- Rail: Full delivery of measures needed for Norwich in 90; frequency (including half hourly services throughout the day) and capacity improvements on King's Cross via Cambridge to King's Lynn; regular clock-face half hourly services from Norwich to Cambridge; retention of direct Norwich to Liverpool services; half hourly services from Norwich to Sheringham, Great Yarmouth and Lowestoft; East West Rail
- Measures to address air quality issues caused by transport in areas declared as Air Quality Management Areas
- Measures to improve access to services and facilities particularly by public transport, walking and cycling in urban areas and market towns
- Measures to improve connectivity on the main road network within the county and improvements on the Major Road Network (with the West Winch Housing Access Relief Road the initial priority).

1.3. The LTP governance structure is proposed to comprise officer groups (Project Team, Working Group and Board) reporting up to Members via Committee / Cabinet. A Member Working Group is proposed to be established to inform development of the plan. Final sign-off will be via Full Council.

1.4. The LTP programme will run throughout 2019 and 2020. The programme is summarised below. Strategic Environmental Assessment, Sustainability Appraisal, Equality Impact Assessment and Health Impact Assessment will be undertaken to support and inform the plan's development.

Programme Summary	
Identify current and future problems and issues	Spring 2019
Identify vision and objectives	Summer 2019
Draft strategies and policies	Summer 2019
Consultation on draft strategies and policies	Winter 2019/20
Draft Implementation Plan	Spring / summer 2020
Consultation on Draft Implementation Plan	Late summer 2020
Adoption of LTP4 and Implementation Plan	End 2020

2. Evidence

2.1. The Local Transport Plan is a statutory document which should be kept up-to-date. This is enshrined in the Local Transport Act 2008, which requires local

transport authorities to have an up-to-date plan. Norfolk County Council's current (third) Local Transport Plan (LTP3) was adopted in 2011.

- 2.2. Since that time several of the plan's priorities have been achieved. For example, the Broadland Northway (formerly known as the Norwich Northern Distributor Road) has been constructed and A11 dualling has been completed. There have also been changes to the local, regional and national context: Norfolk County Council has recently agreed *Caring for our County: A vision for Norfolk in 2021*; New Anglia Local Enterprise Partnership has adopted its Strategic Economic Plan and, more recently, reviewed and replaced this with the Norfolk and Suffolk Economic Strategy; Transport East is emerging as the Sub-national Transport Body across Norfolk, Suffolk and Essex; and government has published its Industrial Strategy.
- 2.3. A review is proposed to take account of events and changes since the adoption of the current plan in 2011 and ensure that the county council continues to have an up-to-date LTP.
- 2.4. However, the existing Local Transport Plan is still relevant, and it is not considered that wholesale change is required. Its six strategic aims (maintaining and managing the highway network; delivering sustainable growth; enhancing strategic connections; reducing emissions; improving road safety; and improving accessibility) still encompass the broad aims that a revised plan would need to cover.
- 2.5. To support and inform the plan's development the following will be undertaken:
 - Strategic Environmental Assessment is a legal requirement. A Sustainability Appraisal is proposed. This will incorporate the requirements of the Environmental Assessment of Plans and Programmes Regulations 2004 (which implement the requirements of the European Directive 2001/42/EC on the assessment of the effects of certain plans and programmes on the environment). Sustainability appraisal ensures that potential environmental effects are given full consideration alongside social and economic issues.
 - Equality Impact Assessment
 - Health Impact Assessment.
 - Two public consultations are proposed; one in one in winter 2019/20 and the other summer 2020.

3. Financial Implications

- 3.1. Cost of consultation and appraisal necessary for development of the plan is estimated to be £60,000 (£30,000 in 2019/20 and £30,000 in 2020/2021). This will be met from the Local Transport Plan capital programme allocation.
- 3.2. Other resource implications (principally staff) will be managed through existing resources.

4. Issues, risks and innovation

- 4.1. The following options have been considered, with Option 3 being proposed as the preferred way forward:
 1. Do nothing and not produce an LTP4. This is not considered a viable option as it is a statutory requirement for Norfolk County Council to have an up to date LTP. A review of the current plan, LTP3, which was adopted in 2011, is considered to be necessary to ensure the council continues to fulfil this

Environment, Development and Transport Committee

Report title:	Highways Capital Programme and Transport Asset Management Plan
Date of meeting:	18 January 2019
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact	
Two key outcomes of the capital programme and asset planning are:	
A good transport network and journey times. The transport network underpins the local economy and enables people to access to jobs, learning and essential services.	
Fewer people are killed or seriously injured on Norfolk's roads. Whilst our performance is generally in line with comparable shire authorities, we continue to work to establish the root causes and identify and evaluate closely targeted interventions to seek to reduce the number and severity of crashes.	

Executive summary

<p>This report summarises government settlement and proposed allocations for 2019/20; the successful competitive bids that have already secured significant additional funding from the Local Growth Fund (LGF), via the New Anglia Local Enterprise Partnership (NALEP); as well as the Department for Transport's (DfT) "National Productivity Investment Fund" for improvements, together with their "Challenge" and "Incentive" funds for maintenance. These funds are progressively replacing "needs based" allocations.</p> <p>The recommended allocations for 2019/20 are set out in para 1.5 of this report.</p> <p>Recommendations: Committee is asked to recommend that Full Council approves as part of the capital programme:</p> <ol style="list-style-type: none"> 1. The proposed allocations and programme for 2019/20 and indicative allocations for 2020/21/22 (as set out in Appendices A, B, C and D). 2. The adoption of the 2016 Code of Practice 'Well-Managed Highway Infrastructure' following the successful implementation of the improvement plan. 3. The Transport Asset Management Plan (TAMP) for 2019/20 - 22/23. 4. The proposed road hierarchy changes detailed in Section 5.2 and Appendix F.

1. Background

- 1.1. 2019/20 is the ninth year of the third Local Transport Plan (LTP) 2011-2026 for Norfolk, *Connecting Norfolk*. The fourth LTP is being developed, and should be considered by members towards the end of 2020. The current Plan has six main aims:

1. Managing and maintaining the transport network;

2. Delivering sustainable growth;
 3. Enhancing strategic connections;
 4. Improving accessibility;
 5. Reducing transport emissions; and
 6. Improving road safety.
- 1.2. Funding from the Department for Transport (DfT) for both Structural Maintenance and Integrated Transport Block grants is still broadly based upon the 6-year profile announced after the last spending review. Indicative allocations were given for the remaining three years from 2018/19 to 2020/21.
 - 1.3. The national LTP maintenance allocation was “top-sliced” to allow councils to bid into one-off “challenge” and “incentive” pots.
 - 1.4. The integrated Transport budget is funded from DfT allocations, but more significantly we look to other sources of funding, such as Local Growth Funding, City Cycling Ambition as well as developer funding.
 - 1.5. An additional funding source was advised by on DfT 13th January 2017, with the establishment of the National Productivity Investment Fund. Funds were directly allocated in 2017-18, but subject to competitive bids for the years 2018-19-20. In October Norfolk was successful in attracting £3.05m funding from the DfT.
 - 1.6. In the Autumn Budget 2017 the Government, announced a £98m grant for the Great Yarmouth 3rd River Crossing as part of its Large Local Major Schemes Programme.
 - 1.7. Following the consultation in March 2018, a government statement on the proposed major road network (MRN) is expected shortly. This would see a share of the annual National Road Fund, funded by Vehicle Excise Duty, given to local authorities to improve the most important A roads under their management
 - 1.8. In planning the 2019/20 programme we have made a number of assumptions around the availability and success in achieving future competitive based funding opportunities. Where the funding source has not been confirmed these are detailed with the comments against the schemes in Appendix C.
 - 1.9. The 2011 Strategic Review of the department prioritised structural maintenance to help deal with the backlog. In March 2015 EDT Committee agreed a roll-forward of the LTP Implementation Plan and set out a framework for implementation in the future, given the continuing pressure on budgets. It is proposed that the Integrated Transport spend, is reduced to £1.3m in 2020/21, and then maintained at that level in future years in view of additional, other funding for such work.
 - 1.10. Members should note that in addition to DfT Integrated Transport funding, schemes of this type are also delivered from various funding sources including; developer funding (S106; Community Infrastructure Levy (CIL); one-off bidding rounds; National Productivity Investment Fund (NPIF); and

Local Growth Fund (LGF). The total value of this programme is therefore likely to considerably exceed the proposed LTP allocation of £1.3m.

- 1.11. The corporate bidding team continue to explore potential funding opportunities, and facilitate the preparation and submission of bids that support County Council priorities and objectives. The CES representative and officers are working closely with this team to seek and secure additional funding for our service.
- 1.12. The programme is actively managed throughout the year to aim for full delivery within the allocated budget. Schemes are planned at the start of the year but may be delayed for a variety of reasons e.g. planning consent or public consultation. When it is identified that a scheme may be delayed then other schemes will be planned and progressed to ensure delivery of the programme and the original schemes will be included at a later date. The programme will be managed in line with the Councils Scheme of Delegation.

2. Structural Maintenance and Bridge Strengthening

- 2.1. It was recognised that the existing level of funding makes the maintenance of current condition challenging and that in most circumstances our strategy is to manage a slight deterioration.
- 2.2. The overall highway asset backlog at June 2018 is £37.9m, which has decreased from the 2016/17 figure of £51.4m. The backlog has reduced due to the implementation of the Greater Norwich Drainage scheme now completed, and slight improvement in road condition. However the condition surveys were undertaken in the autumn of 2017 prior to the 'beast from the east'.
- 2.3. Our Highway Asset Management Policy was agreed in July 2014 by EDT committee. The Strategy was reviewed on 15 September 2017 by the EDT committee who approved the continuation of the current strategy and targets
- 2.4. To help with the challenge of managing the asset we will continue to look for opportunities for additional funds as they become available over and above the DfT allocation.
- 2.5. Details of the proposed allocation of this budget for 2019-20 are in Appendix B.
- 2.6. In the November 2018 budget the Government announced an additional £420 million for highway infrastructure 2018-19. Norfolk's grant award was £12.694m. This funding has to be used in the current financial year, which is challenging. The distribution of the funds to enable this was agreed with the chair and vice chair and can be seen in Appendix E. The possibility of disruption of the programme over the winter months may require this to be adjusted.

3. Integrated Transport

- 3.1. Integrated transport funding covers all expenditure on new infrastructure such as improvements at bus interchanges and rail stations, local safety schemes, pedestrian crossings, footways, traffic management, route and

junction improvements and cycle paths. It used to be largely funded by the DfT Integrated Transport block Grant. It is now heavily supplemented by other funding sources such as Local Growth Fund, City Cycling Ambition, National Productivity Investment, Community Investment Levy, and Housing Infrastructure Fund.

3.2. Budget summaries for the proposed programme is detailed in Appendix A. Individual schemes are detailed in Appendix C.

3.3. **Integrated Transport Block DfT Grant**

3.3.1. The proposed allocation, is £3m. Of this, £1.0m is to be allocated to the 3rd River Crossing in Gt.Yarmouth and £0.7m for Transforming Cities. The remaining amount is allocated for mainly low-cost improvement schemes including the parish partnership programme, and contributions to developing major schemes.

3.3.2. Local Safety Schemes (LSS).

3.3.2.1. The 1974 Road Traffic Act places a statutory duty on local authorities to study road collisions, and to reduce and prevent them. Improving road safety is also one of six strategic aims within the LTP.

3.3.2.2. LSS proposals enter the capital programme following an evaluation of accident statistics and their potential for casualty reduction. Accident cluster locations are included where the first-year rate of return exceeds 100%. LSS are treated as a priority due to their impact on road safety and casualty reduction. The LSS budget has been £250,000 in recent years and remains at that level in the proposed two-year programme in Appendix A.

3.3.2.3. Whilst accident 'cluster site' scanning still takes place to identify grouping of accidents, these are becoming increasingly rare and accidents tend to be more scattered, occurring predominantly along well trafficked routes.

3.3.2.4. International Studies indicate that analysis of the key risk factors of a section of highway is now a better guide to future accident occurrence than previous accident history. On the high speed strategic road network this suggests a need to move towards systematic Network Safety Improvement based on risk analysis rather than collision history.

3.3.2.5. Therefore, we also develop Route Safety Studies in line with the 'safe system' philosophy. The safe system philosophy acknowledges that road users are human and will make mistakes. Hence, the Route Safety Studies identify ways to make the highway environment more forgiving of human error and reduce the likelihood of mistakes resulting in a fatal or serious injury.

3.3.2.6. A sample of LSS implemented over recent years has been reviewed, to check whether expected benefits have been delivered. LSS are generally performing as expected and delivering cost benefits in terms of accident reduction savings, based on low-cost measures.

3.3.3. Parish Partnership programme.

- 3.3.3.1. The Parish Partnership programme began in September 2011, when Parish and Town Councils were invited to submit bids for small highway improvements. The County Council offered to support up to 50% of the cost of schemes. The intention being to ensure that limited funds could be used to meet local community needs, helping promote the developing localism agenda.
- 3.3.3.2. From 2019-20 it is proposed that £25,000 will be added annually to the existing £300,000 from LTP. The Safety Camera Partnership has in former years given £80,000 for Speed Activated Message signs (SAMs) to be purchased and managed by Parishes. We will review the parish bids for 2019-20 to confirm the continuing level of demand. A bid will be submitted to the Safety Camera Scrutiny Board in March 2019. On this basis we are anticipating a match fund of £405,000 for 50% County Council contributions.
- 3.3.3.3. To give Parish/Town Council more time to develop bids, consistent with their budgeting cycles, letters inviting bids were sent out in June 2018. Bids are assessed against their contribution towards the six main aims that support the vision in the LTP, and viable schemes identified. A report on this and current Parish Partnership developments will be taken to EDT Committee in March 2019
- 3.3.3.4. To further assist Town/Councils, the County Council [website](#) provides key supporting information.

3.4. **Additional Highways Investment**

- 3.4.1. At the Policy & Resources Committee on 27 November 2017, Members noted that one of the priorities for the administration was a commitment to invest an extra £20 million in Norfolk's roads.
- 3.4.2. It is intended that the funding would be allocated to delivery of major projects, junction improvements, market town schemes, footways and crossing improvements and a contribution to parish partnership, local Member and PROW. The proposed distribution is shown in Appendix D.
- 3.4.3. Local Road schemes / Junction Improvements.
 - 3.4.3.1. The proposed investment will enable those schemes already approved in 2018-19 to continue to progress with design. These are the A1066 Victoria Road junction with Vinces Road, Diss and the Station Road Link, Diss.
 - 3.4.3.2. The investment has funded nine feasibility studies to undertaken on County 'A' & 'B' road junctions to determine the cost, priority and future programme. Most sites would require the acquisition of land. We have made initial enquires with landowners to determine those who are supportive of our proposals.
 - 3.4.3.3. Of those with a supportive response, the Hempton junction of the B1146 and C556 produced the best combined cost benefit ratio for congestion and safety. A proposal to build a roundabout at this location has been added to the Capital programme for design in 2019-20 and build in 2020-21.

- 3.4.3.4. Norfolk County Council and North Norfolk District Councils will submit a joint proposal in the next LEP bidding round for a roundabout at the junction of A148 and A1082 Holway Road in Upper Sheringham.
- 3.4.4. Market Town Studies
- 3.4.4.1. The proposed investment will be used to fund the 20 Market town studies and inform future strategies, match funding opportunities and smaller to mid-scale improvement schemes. The first Market Town study will be presented to committee in March 2019. Four of the studies have attracted match funding from District Councils to allow more in-depth work.
- 3.4.4.2. Pedestrian Crossings and Footways
- 3.4.5. The proposed investment will be used to fund assessment and study work together with some scheme delivery. A new facility outside the High and Primary schools was built at Terrington St Clement in 2018-19. New facilities are planned for Colney, Old Buckenham and Wells in 2019-20. Other assessments are being undertaken to inform the priorities and cost for the future programme. Some may be funded from other income streams.
- 3.4.5.1. Public Rights of Way
- 3.4.6. The proposed investment will allow approximately £200,000 to be invested in capital improvement and maintenance on PROW's for example surfacing and footbridge reconstruction. Works of £119,000 are scheduled for 2019-20.
- 3.4.7. Local Member budget
- 3.4.7.1. Members were advised by email in June 2017 that a new fund had been created to provide each Member with an annual budget of £6,000 to be used on highway work within each financial year. This offers flexibility to progress small highway projects based upon local need. From 2018-19 this will be funded from the NCC £20m investment in highways.
- 3.5. **Major Projects**
- 3.5.1. Great Yarmouth Third River Crossing
- 3.5.1.1. In the Autumn Budget the Government announced a £98m grant for this project. £2m funding has been secured from the LGF. The remaining £20m will be funded from local contributions. It has been underwritten by Norfolk County Council but we will continue to look for other funding opportunities. It is anticipated that delivery could start in 2020. As stated in para 3.3.1, The integrated Transport block will fund £0.5m of the local contribution in 2019-20.
- 3.5.2. A140 Hempnall Roundabout
- 3.5.2.1. We were successful in our bid to the DfT's National Productivity Investment Fund (NPIF) for funding in 2018-19-20. The DfT will provide £3.05m and the total project will cost £4.36m. The remaining 30% will be funded from local contributions. It has been underwritten by Norfolk County Council but

funding has been secured in principle from the Community Infrastructure Levy (CIL) and LEP.

- 3.5.2.2. Works are planned to start in March 2019 subject to Planning approval and procurement.
- 3.5.3. Broadland Northway
 - 3.5.3.1. The final section from the A1151 to Postwick was opened in the spring of 2018.
- 3.5.4. Transforming Cities
 - 3.5.4.1. Transforming Cities is a £2.5 billion transport fund to support connectivity in some of England's largest cities, launched at the Autumn Budget 2017 and expanded in the 2018 Budget with funding running from 2018-19 to 2022-23. Around half has been allocated to Metro Mayoral Combined Authorities on a devolved basis with the remaining amount to be allocated across 12 cities.
 - 3.5.4.2. The Greater Norwich area was one of the successful city regions in being shortlisted and Norfolk County Council will lead on the bid for a share of the funding. It receive an initial £50,000 as well as bespoke support from government to co-develop the strongest cases for investment.
 - 3.5.4.3. Once finalised, funding decisions will consider the relative strength of each bid and their impact on improving connectivity, supporting employment and driving up productivity
 - 3.5.4.4. While the city regions finalise proposals, £60 million from the Fund will be made available over the next year to share across transport schemes aimed at tackling head on some of the most pressing challenges faced by communities. To access this funding we will submit a bid by 4th January 2019 and expect to hear of the outcome in February.
 - 3.5.4.5. We have made a provision of £700,000 from the LTP Integrated Transport Fund to enable the development of feasibilities and further bidding for stage 2.
 - 3.5.4.6. As a result there may be additions to the Highway Capital Programme 2019-20-21.
- 3.5.5. Norfolk Infrastructure Delivery Plan
- 3.5.6. Other significant projects are being scoped using available funding sources but are not yet developed to sufficient detail for inclusion in the capital programme. These are part of the Norfolk Infrastructure Delivery Plan that was reported to and endorsed by the EDT committee on the 10th November 2017. Those which would form part of our adopted road network are;-
 - North East Norwich Link Road
 - A10 West Winch Relief Road
 - Attleborough Link Road

- A140 Long Stratton Bypass
- Norwich Western Link

3.5.7. The LTP Integrated Transport Fund is supporting the early development of Long Stratton Bypass and has attracted matched fund from South Norfolk District Council and Pooled Business Rates. Pooled Business Rates and Norfolk County Council are supporting the development of the Norwich Western Link.

3.5.8. Local Growth Fund (LGF)

3.5.9. Investment funded from the New Anglia Local Enterprise Programme continues in Greater Norwich, Great Yarmouth, Attleborough and Thetford. Summary details can be seen in Appendix A and scheme level in Appendix C. A contribution has also been confirmed for Hempnall A140 roundabout. A further bidding round for funding to 2019-20-21 is expected shortly.

3.6. **Walking and cycling**

3.6.1. A report on the “Norfolk Cycling & Walking Action Plan” was approved by EDT Committee on 17th March 2017. This followed an invitation from DfT to become a partner with them in a Cycling Delivery Plan for Norfolk, which will ultimately enable access to DfT funding streams to deliver the required infrastructure. Committee approved creation of a Cycling & Walking Working Group to be chaired by the Cycling and Walking Member Champion. Committee also approved delegation to the Executive Director of Community and Environment Services in consultation with the Chair and Vice Chair of EDT and the Cycling and Walking Champion for the submission of funding bids and linked plans.

3.6.2. Publication of the DfT Cycling and Walking Investment Strategy, gave guidance on the Local Cycling & Walking Infrastructure Plans. Expression of interest were requested and Norfolk received £65,000 to develop a walking and cycling Strategy for Greater Norwich. This will produce a prioritised network plan for cycling and walking infrastructure improvements based on effectiveness, cost and deliverability.

3.7. **Traffic Management.**

3.7.1. Minor traffic management issues (parking, waiting, speed, and weight limit restrictions) are generally funded via the Local Member budget. Anything more significant will need to identify appropriate funding and seek authorisation/approval.

3.7.2. Speed limits are governed by our speed management strategy and new limits introduced only where there is significant change in the environment (e.g. a village boundary has expanded) or there are compelling safety reasons.

3.7.3. The EDT Committee at its meeting of 16 September 2016, agreed that any further work required on wider HGV measures would need a separate report/approval including the identification of funding as it is not covered by the current budget.

3.8. **Budgets.**

- 3.8.1. A summary of the recommended budgets, and a programme for 2019/20 and a provisional programme for 2020/21 is included in Appendices A, B and C. These programmes are subject to change depending on the progress of individual schemes through the design and consultation process. In addition, the programme may vary depending on the level of contributions to the programme from other funding sources. Any changes beyond the scope of the scheme of financial delegation will be agreed with the Chair and reported as necessary.

4. **Transport Asset Management Plan 2019-20**

- 4.1. The TAMP is updated annually and approved by Committee and Full Council. A copy of the TAMP approved by Full Council on 16 April 2018 is available on [our website](#).
- 4.2. An annual “Highway Asset Performance report” was presented to EDT Committee of 6 July 2018. This report ensures members are regularly involved in approving and reviewing the direction for asset management.
- 4.3. Norfolk continues to review its maintenance and inspection policies for the network to ensure they deliver best practice, are value for money, and that our actions align with member’s decisions on funding priorities. Any changes are presented to members for approval.
- 4.4. At the EDT 15 September meeting, an improvement plan was approved to enable the recommendations of the new Code of Practice to be adopted.
- 4.5. The improvement plan has been successfully implemented and been subjected to an internal audit and peer review. This was reported to the committee chair in November 2018.
- 4.6. It is requested that the Committee to Full Council that it approves the adoption of the 2016 Code of Practice ‘Well-Managed Highway Infrastructure’ following the successful implementation of the improvement plan.
- 4.7. It is requested that the Committee recommends to Full Council that it approves the TAMP for 2019/20 - 22/23.

5. **Hierarchy Review**

- 5.1. As part of the preparation for the adoption of the new Code of Practice, one of the improvement actions was to undertake a review of our highway network hierarchies. A summary of the review can be seen I Appendix F.
- 5.2. There are a few changes recommended to the road hierarchy. These are;-
- A1062 Hoveton to Potter Heigham is reclassified from 3A1 (Main Distributor) in the hierarchy to Special Access (3B3) in the same way as the A149 between Hunstanton and Cromer is to reflect its primary function as a tourist route.
 - The C517/C173 Hockering is re-designated as 3B2 (Local Access)

south of the C493 Stone Road and as 3B1 (HGV Access) north of Stone Road. The adjacent B1535 has replaced its function as 3A1 (Main Distributor)

- The C166 Wicklewood is re-designated as 3B1 (HGV Access), from 3A1 (Main Distributor), this designation would still allow access to Watton and Dereham for large vehicles avoiding the Mid-Norfolk Railway bridge on the B1135 but would better reflect its C road status.
- The C624 (B1149 to A140) Marsham, is re-designated from a 3A2 (Main Distributor) to a 3B1 HGV Access (from the Waste processing facility to A140) and 4A2 for the remainder.
- The B1534 Gorleston from A47 to A143 is re-designated from 3B2 (Local Access) to 3A2 (Main Distributor) to better recognise its function distributing traffic around rather than through Gorleston.
- The B1370 Gorleston (Middleton Road/Church Road) should be re-designated as 3B2 (Local Access) from 3A2 (Main Distributor), it should also be considered for downgrading to C class status

5.3. It is requested that the Committee approves these changes to Norfolk's local road hierarchy.

6. National Highways & Transport Network (NHT) Public Satisfaction Survey 2018

6.1. For the 2018 survey 3,300 Norfolk residents rated our highway and transportation services. A briefing note was presented to the EDT committee in November.

6.2. Norfolk County Council ranked of 4th out of 28 county councils that participated in this year's NHT survey. This is an improvement on our ranking of 7th last year.

6.3. In most categories we perform at or above the national average. However there are some areas where we have reduced slightly below average where further investigation will be required to determine why and how we can improve. A briefing note will be prepared for members by (AD) Highways.

6.4. It should be noted that public satisfaction data is required to support our incentive fund submission to the DfT, therefore we plan to continue membership of the survey for 2019-20.

7. Issues, risks and innovation

7.1. **Resource Implications** Full Council will consider the overall County Council Capital Programme, which will include the overall budgets contained within this report.

7.2. **Legal Implications** The legal implications of individual schemes will be evaluated as part of the project delivery process.

7.3. Risk Implications/assessment

7.3.1. Funding may be changed by Government (for example budget

announcements, or bidding opportunities) or the Council.

- 7.3.2. Although an allowance for inflation is budgeted for, if inflation exceeds what is expected the programme may be adversely affected.
- 7.3.3. Damage to assets can be caused by adverse weather, winter, drought, wind and flood. Our Fen roads are particularly susceptible to drought damage.
- 7.3.4. There is a risk with the larger, non-Local Transport Plan funded schemes that if they overspend, any shortfall may need to be funded from the Highways Capital Programme. To accommodate this, programmed schemes may need to be deferred to prevent overspend on the overall Highways Capital Programme. The risk is mitigated by effective project and programme management.
- 7.3.5. The County Council has underwritten a local contribution as part of the requirements of the funding opportunity, such as the 3rd River Crossing (20%). Whilst we are confident that there are local contributions such as CIL and LEP that we can attract, if funding was not secured then this would lead to a financial implication for the County Council.
- 7.3.6. Any scheme specific risks and implications will be assessed and mitigated during the development of each scheme.

Background Papers

1. At the Policy and Resources discussion on proposed £20m investment in Highways and update on NDR within the “Finance monitoring report P6: September 2017” on 27 November 2017 [Report](#)
2. At the EDT committee meeting on 6 July 2018 approved the recommendations in “Highway Asset Performance” [Report](#) to EDT Committee of and [link to minutes](#)
3. At the EDT committee meeting on 19 January 2018 Members approved the Highway capital programme and Transport Asset Management Plan (TAMP) [Report](#) and [link to minutes](#)
4. At the EDT Committee of 16 March 2018 report on “Parish Partnership schemes” [Report](#) and [link to minutes](#)
5. At the EDT Committee of 21 June 2017 report on “Local Member Highways Budget and Parish Partnership Schemes” [Report](#) and [link to minutes](#)
6. At the EDT Committee of 8 July 2016 report Parish Partnership Programme-unparished wards” [Report](#) “and [link to minutes](#)
7. [Local Transport Plan 2011-2026](#)
8. [Transport Asset Management Plan 2018-19](#)

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, e.g. equality impact assessment, 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.

APPENDIX A: Norfolk County Council- Highways Capital Programme Summary

Scheme Type	2019/20	Other Funding	Design Fee	Works
Major schemes	1,825	18,229	0	0
Bus infrastructure	20	0	2	18
Bus priority schemes	0	50	0	0
Public Transport Interchanges	140	250	0	0
Cycling schemes (County)	10	625	0	0
Cycling schemes (Norwich "City Cycle Ambition 2")	0	1,949	0	0
Walking schemes	335	565	30	290
Road crossings	10	289	0	0
Local road schemes	358	7,799	572	5,447
Great Yarmouth sustainable transport package (LGF funded)	0	3,848	205	1,080
Attleborough Sustainable transport package (LGF funded)	0	1,715	90	1,625
Thetford Sustainable transport package (LGF funded)	0	300	280	20
Traffic Management & Traffic Calming	10	2,427	187	2,390
Local Safety Schemes	260	0	23	130
Other Schemes, Future Fees & Carry Over Costs	30	1,129	35	0
Integrated transport	2,998	39,174	1,424	11,000
Structural/Routine/Bridge Maintenance	32,465		915	872
Totals:	35,463	39,174	2,338	11,872
Notes:				
1. Above figures in £000's				
2. DfT (Local Transport Plan) funding detailed under main year headings				
3. Other Funding includes Section 106, Section 278, LGF, CIL, County Council & Major Scheme funding				

APPENDIX B- Structural Maintenance Budget Proposed Allocations

Structural Maintenance Budget Proposed Allocations 2019/20/21/22 (City & County) Draft	2019-20	2020-21	2021-22 (assumed funding)
Funding			
LTP Structural Maintenance Grant (needs)	23,043,000	23,043,000	23,043,000
LTP Structural Maintenance Grant (permanet pothole fund)	1,616,000	1,616,000	1,616,000
LTP Structural Maintenance Grant (incentive)	4,799,364	4,799,364	4,799,364
LTP Structural Maintenance Grant (challenge fund)	0	0	0
County Coucil Contribution Reserves (challenge fund)	0	0	0
Local Growth Fund	225,000	150,000	150,000
County Contribution Market Town Drainage NCC borrowing	571,000		
County Council funding to cover £1.065m capitalisation from 2018-19	1065000	1065000	1065000
County Council funding to cover £1.599m capitalisation from 2019-20	1,559,000	1,559,000	1,559,000
Capital Integrated Transport Contribution	1,142,000	2,842,000	2,842,000
	34,020,364	35,074,364	35,074,364
Spending			
Countywide specialist			
Bridges	800,000	1,200,000	1,200,000
Bridges (small works)	400,000	400,000	400,000
Bridges Inspections	250,000	250,000	250,000
Bridges NPIF			
Traffic Signal Replacement	500,000	525,000	525,000
Traffic Signals (small works)	600,000	600,000	600,000
ITS (system)	20,000	20,000	20,000
Traffic Management			
HGV Signing			
Park & Ride	40,000	40,000	40,000
Asset Condition Surveys capitalised 2018-19	150,000	150,000	150,000
sub total	2,760,000	3,185,000	3,185,000
Roads			
Detrunk Principal Roads (Surfacing)			
Principal Roads (Surfacing)	1,067,013	1,100,000	1,100,000
Principal Roads (Surfacing) NPIF			
Principal Roads (Surfacing) LGF named scheme			
Principal Roads (Surface Treatment)	1,900,000	1,930,000	1,930,000
Principal Roads (Surface Treatment) LGF named scheme	225,000	150,000	150,000
Principal Roads (Joint repair)	25,000	25,000	25,000
Principal Roads (SCRIM)	150,000	150,000	150,000
Principal Roads (Reclamite)	164,500	164,500	164,500
Principal Roads (Haven Bridge provisional)			
sub total	3,531,513	3,519,500	3,519,500
B roads (surfacing)	552,000	600,000	600,000
B roads (surfacing) NPIF			
B roads (surface treatment)	943,000	943,000	943,000
B Roads (Surface Treatment) LGF named scheme			
sub total	1,495,000	1,543,000	1,543,000
C roads (surfacing and haunch)	200,000	500,000	500,000
C roads (surfacing and haunch) NPIF			
C roads (surface dressing)	3,805,000	4,124,390	4,124,390
sub total	4,005,000	4,624,390	4,624,390
U roads (surfacing and haunch)			
U roads (surface dressing)	3,805,000	4,124,390	4,124,390
sub total	3,805,000	4,124,390	4,124,390
Capital Structural Funding transferred to the Highways Maintenance Fund for Patching	4,212,772	4,212,772	4,212,772
Capital Structural Funding transferred to the Highways Maintenance Fund for Chip Patching	469,000	469,000	469,000
Capital Structural Funding transferred to the Highways Maintenance Fund for Chip Patching	900,000	900,000	900,000
Capital Structural Funding transferred to the Highways Maintenance Fund for Permanent Pothole repair	900,000	900,000	900,000
Capital Structural Funding transferred to the Highways Maintenance Fund for Chip Patching	305,000	305,000	305,000
Capital Structural Funding transferred to the Highways Maintenance Fund for Permanent Pothole repair	295,000	295,000	295,000
Capitalisation of road markings and studs from 2018-19	500,000	500,000	500,000
sub total	7,581,772	7,581,772	7,581,772
Machine Patching	421,354	421,354	421,354
Patching element from Pothole fund	345,668	345,668	345,668
sub total	767,022	767,022	767,022
Winter Damage / Flood Damage Patching / Pothole	0	0	0
sub total	0	0	0
	21,185,307	22,160,074	22,160,074
Design fees in advance	150000	150000	150000
Laboratory cores	30000	30000	30000
Inflation at 3% of total budget	565615	596557	596557
Pain Pot	461877	441401	441401
Local Management Overhead for LT	2100000	2100000	2100000
Local Management Overhead for Mouchel	182326	191442	191442
Local Management Overhead for Dynniq	60775	63814	63814
Items from £1.599m capitalisation from 2019-20	1,559,000	1,559,000	1,559,000
Transport Programmes staff recharge to capital	180076	180076	180076
Increase Area Staff time capital charges	50000	50000	50000
ITS staff recharge to capital from 2018-19	20000	20000	20000
Area Staff mileage recharge to capital	5000	5000	5000
Capitalisation of activities related to local member activities	25000	25000	25000
Further Capitalisation of staff time	15000	15000	15000
additional design fees	250000	250000	250000
Lab Bob overheads	0		
Contract costs etc.	5,654,669	5,677,289	5,677,289
Vehicle Restraint Systems			
Risk Assessment	32,000	32,000	32,000
Design & works	100,000	100,000	100,000
VRS Repairs	50,000	50,000	50,000
	182,000	182,000	182,000
Footways & Drainage & signs			
Signs & post	200,000	200,000	200,000
Area Managers Schemes	140,000	140,000	140,000
Footways - Category 1 & 2	561,144	450,000	450,000
Footways Category 3 & 4	1,369,492	1,575,000	1,575,000
Footways Category 3 & 4 Slurry	407,330	500,000	500,000
Drainage	584,422	600,000	600,000
(Drainage Flood & Water Risk Match Pot)	75,000	75,000	75,000
Drainage Capitalisation	330,000	330,000	330,000
Drainage NPIF			
Drainage - Market Town	571,000		
Capital Challenge Fund (Drainage)	0	0	0
	4,238,388	3,870,000	3,870,000
Summary			
Total Structural Maintenance & Bridges Spending	34,020,364	35,074,364	35,074,364
Probable final budget	34,020,364	35,074,364	35,074,364

APPENDIX C: Proposed Highways Capital Improvement programme

List of Acronyms

Improvement Funds

ASTP= Attleborough Sustainable Transport Fund

CCA= City Cycle Ambition

CIL= Community Infrastructure Levy

DfT= Department for Transport

GYSTP= Great Yarmouth Sustainable Transport Fund

HIF = Housing Investment Fund

LGF= Local Growth Fund

LTP=Local Transport Plan

MRN = Major Road Network

NCC extra £20m = Norfolk County Councils 'Caring for our roads' investment

NPCA= National parks Cycle Ambition

NPIF = National Productivity Investment Fund

TfN= Transport for Norwich

TC = Transforming Cities

APPENDIX C: Proposed Highways Capital Improvements Programme

Sub-programme	District	Main funding source	Scheme	2019/20	Other Funding	Design Fee	Works	2020/21	Other Funding	Comments
Major schemes										
NDR	Norwich	DfT (NDR/Postwick)	Norwich Northern Distributor Road and Postwick Hub(DfT and NCC Corporate funding)	£0	£0	£0	£0	£0	£0	
NCC Extra £20m	Norwich	NCC extra £20m	Norwich Northern Distributor Road and Postwick Hub(DfT and NCC Corporate funding)	£0	£0	£0	£0	£0	£0	
GYSTP	Great Yarmouth	LGF	Great Yarmouth - Third River Crossing Scheme - Early Development Work	£0	£0	£0	£0	£0	£0	Spend profile shown as submitted to DfT as part of the Outline Business Case and is currently being reviewed following Government funding announcement in the Autumn Budget
DFT	Great Yarmouth	DFT	Great Yarmouth - Third River Crossing Scheme	£0	£4,668,000	£0	£0	£0	£31,362,000	Spend profile shown as submitted to DfT as part of the Outline Business Case and is currently being reviewed following Government funding announcement in the Autumn Budget
NCC	Great Yarmouth	NCC	Great Yarmouth - Third River Crossing Scheme	£0	£10,250,000	£0	£0	£0	£6,848,000	Funding source to be determined (bid underwritten by Norfolk County Council)
LTP	Great Yarmouth	LTP	Great Yarmouth- Third River Crossing	£1,000,000	£0	£0	£0	£11,000	£0	Development of scheme in tandem with bid to DfT local major transport scheme funding, subject to securing funding
LTP	South Norfolk	LTP	Long Stratton Bypass (NCC Design)	£125,000	£375,000	£0	£0	£0	£0	
TFN	Norwich	LTP	Transforming Cities - Feasibility Funding	£700,000	£0	£0	£0	£0	£0	
NCC	Broadland	NCC	A47-A1067 (Wensum Valley) Western Link Road	£0	£1,948,000	£0	£0	£0	£0	£974k from Pooled Business Rates and £974k from NCC reserves Match Funding
LTP	South Norfolk	Developer	Easton / Longwater (A47/A1074) Junction f) Part signalisation of the Longwater southern dumbbell roundabout	£0	£988,000	£0	£0	£0	£0	Development of junction to support growth
Bus infrastructure										
LTP	Countywide	LTP	County- DDA Bus stop upgrades	£10,000	£0	£1,000	£9,000	£10,000	£0	
LTP	Norwich	LTP	Norwich - Bus Infrastructure Improvements (DDA)	£10,000	£0	£1,000	£9,000	£10,000	£0	
Bus priority schemes										
TFN	Norwich	CIL	Norwich - A140 Cromer Road Bus Priority	£0	£50,000	£0	£0	£0	£0	
Public Transport Interchanges										
LTP	Countywide	LTP	Countywide Public Transport Interchanges	£140,000	£0	£0	£0	£140,000	£0	small measures across all inter changes
NCC extra £20m	South Norfolk	NCC extra £20m	Diss - Station Link Road and Bus Stop Provision (Feasibility being undertaken PC2045)	£0	£250,000	£0	£0	£0	£0	
TFN	Norwich	Developer	Norwich - Anglia Square / Edwards Street - Bus Interchange (part S106 funded)	£0	£0	£0	£0	£25,000	£195,000	Dependent on development proposals
Cycling schemes (County)										
LGF	Breckland	0	Attleborough - London Road LEP Cycle Path	£0	£39,500	£0	£0	£0	£38,000	
LTP	Countywide	LTP	Future Cycling Schemes	£10,000	£0	£0	£0	£10,000	£0	Match funding to support other externally funded to schemes
Cycling schemes (Norwich "City Cycle Ambition 2")										
TFN	Norwich	CCA2	Earlham Freeways	£0	£585,000	£0	£0	£0	£0	
TFN	Norwich	CCA2	Earlham Road outer ring road junction to Heigham Road junction	£0	£1,264,000	£0	£0	£0	£0	
TFN	Norwich	CCA2	Blue and Yellow 20mph restrictions	£0	£100,000	£0	£0	£0	£0	
Walking schemes										
LTP	Countywide	LTP	Future Footway Feasibility Schemes Fees	£10,000	£0	£10,000	£0	£10,000	£0	
LGF	Breckland	LGF	Attleborough - Queens Road to Sports Hall	£0	£105,000	£0	£0	£0	£0	
LTP	Countywide	LTP/Parish	Delivering local highway improvements in partnership with Town and Parish Councils	£300,000	£300,000	£10,000	£290,000	£300,000	£300,000	"other funding" is 50% match funding from Town/Parish Councils.
NCC extra £20m/ Walking	Countywide	NCC Extra £20m	Delivering local highway improvements in partnership with Town and Parish Councils	£0	£25,000	£0	£0	£0	£25,000	other funding is contribution from NCC extra £20m
LTP	Countywide	LTP	Public Rights of Way in Towns & Villages - Urban Path Improvements	£15,000	£0	£0	£0	£15,000	£0	
NCC extra £20m/ PROW	Countywide	NCC Extra £20m	Purchase of stock of pedestrian gates	£0	£2,000	£0	£0	£0	£0	
NCC extra £20m/ PROW	Breckland	NCC Extra £20m	Unallocated Prow Funding	£0	£0	£0	£0	£0	£17,000	
NCC extra £20m/ PROW	Breckland	NCC Extra £20m	Swaffham - From Castle Acre Road to New Sportie Road	£0	£5,000	£0	£0	£0	£0	
NCC extra £20m/ PROW	Broadland	NCC Extra £20m	Acle -Short dyke Lane to river	£0	£10,000	£0	£0	£0	£0	other funding is contribution from NCC extra £20m
NCC extra £20m/ PROW	Broadland	NCC Extra £20m	Acle -Weavers' Way circular walk	£0	£3,000	£0	£0	£0	£0	other funding is contribution from NCC extra £20m
NCC extra £20m/ PROW	Broadland	NCC Extra £20m	Sparham -Weavers' Way	£0	£1,000	£0	£0	£0	£0	other funding is contribution from NCC extra £20m
NCC extra £20m/ PROW	King's Lynn & West Norfolk	NCC Extra £20m	Ingoldisthorpe - Narrow path linking two parts of the village avoiding road with no footway	£0	£15,000	£0	£0	£0	£0	other funding is contribution from NCC extra £20m
NCC extra £20m/ PROW	North Norfolk	NCC Extra £20m	Horning - FP7 From Lower Street to River	£0	£7,000	£0	£0	£0	£0	other funding is contribution from NCC extra £20m
NCC extra £20m/ PROW	North Norfolk	NCC Extra £20m	Cley - Coast road to area north of FP27	£0	£15,000	£0	£0	£0	£0	other funding is contribution from NCC extra £20m
NCC extra £20m/ PROW	North Norfolk	NCC Extra £20m	Blickling - Weavers' Way	£0	£500	£0	£0	£0	£0	other funding is contribution from NCC extra £20m
NCC extra £20m/ PROW	North Norfolk	NCC Extra £20m	Eringham - Weavers' Way	£0	£1,000	£0	£0	£0	£0	other funding is contribution from NCC extra £20m
NCC extra £20m/ PROW	North Norfolk	NCC Extra £20m	Potter Heigham - Weavers' Way	£0	£1,000	£0	£0	£0	£0	other funding is contribution from NCC extra £20m
NCC extra £20m/ PROW	North Norfolk	NCC Extra £20m	Aldborough - Weavers' Way	£0	£2,500	£0	£0	£0	£0	other funding is contribution from NCC extra £20m
NCC extra £20m/ PROW	North Norfolk	NCC Extra £20m	Cley - England Coast Path	£0	£3,500	£0	£0	£0	£0	other funding is contribution from NCC extra £20m
NCC extra £20m/ PROW	South Norfolk	NCC Extra £20m	Swardston -From B1113 to Cavell Close	£0	£30,000	£0	£0	£0	£0	other funding is contribution from NCC extra £20m
NCC extra £20m/ PROW	South Norfolk	NCC Extra £20m	Denton - FP21/TM28241 Footbridge replacement Carries FP21 over a tributary of the River Waveney	£0	£38,000	£0	£0	£0	£0	other funding is contribution from NCC extra £20m
TFN	Norwich	LTP	Norwich- future walking schemes	£10,000	£0	£10,000	£0	£10,000	£0	
Road crossings										
TFN	Norwich	LTP	Norwich-provision of dropped kerbs	£10,000	£0	£0	£0	£10,000	£0	
NCC extra £20m/ Ped Crossing	Norwich	NCC extra £20m	Norwich - Cleverland Road	£0	£0	£0	£0	£0	£50,000	
NCC extra £20m/ Ped Crossing	Broadland	NCC extra £20m	Hellesdon - Middletons Lane near Kinsale School	£0	£0	£0	£0	£0	£50,000	Feasibility Study complete
NCC extra £20m/ Ped Crossing	South Norfolk	NCC extra £20m	Colney - Contribution to Ped Crossing Hospital Roundabout	£0	£75,000	£0	£75,000	£0	£0	Contribution to a Developer Scheme
NCC extra £20m/ Ped Crossing	North Norfolk	NCC extra £20m	Wells Next The Sea - The Quay	£0	£64,000	£0	£0	£0	£0	Feasibility Study complete and Local Member and Parish have agreed Layout
NCC extra £20m/ Ped Crossing	South Norfolk	NCC extra £20m	Old Buckenham - B1077	£0	£150,000	£0	£150,000	£0	£0	

APPENDIX C: Proposed Highways Capital Improvements Programme

Sub-programme	District	Main funding source	Scheme	2019/20	Other Funding	Design Fee	Works	2020/21	Other Funding	Comments
Local road schemes										
NCC Extra £20m/ Junctions Imp	North Norfolk	NCC Extra £20m	Hempton B1146/C550 junction improvement	£0	£190,000	£0	£0	£0	£1,152,000	To be taken forward for Design and Construction
NCC Extra £20m/ Market Towns	Countywide	NCC Extra £20m	Market Town Studies	£0	£0	£0	£0	£0	£80,000	Market Town Studies programme agreed by members
NCC Extra £20m/ Market Towns	King's Lynn & West Norfolk	NCC Extra £20m	Downham Market - Market Town Study	£0	£50,000	£0	£0	£0	£0	£25k to be funded from Business rates pool
NCC Extra £20m/ Market Towns	North Norfolk	NCC Extra £20m	Fakenahm - Market Town Study	£0	£50,000	£0	£0	£0	£0	£25k to be funded from Business rates pool
NCC Extra £20m/ Market Towns	Broadland	NCC Extra £20m	Wroxham/ Hoveton - Market Town Study	£0	£50,000	£0	£0	£0	£0	£25k to be funded from Business pooled rates
NCC Extra £20m/ Market Towns	South Norfolk	NCC Extra £20m	Wymondham - Market Town Study	£0	£50,000	£0	£0	£0	£0	£25k to be funded from Business rates pool
NCC Extra £20m/ Market Towns	Broadland	NCC Extra £20m	Aylsham - Market Town Study	£0	£20,000	£0	£0	£0	£0	
NCC Extra £20m/ Market Towns	Countywide	NCC Extra £20m	Market Town Interventions	£0	£500,000	£0	£0	£0	£745,000	Market Town interventions to follow on from study recommendations
LTP	Broadland	LTP	NDR works resulting from monitoring	£190,000	£0	£0	£0	£0	£0	
LTP	Countywide	LTP	LTP4 Development Countywide	£30,000	£0	£30,000	£0	£30,000	£0	
TFN	Norwich	LGF	A11 Newmarket Road / ORR & Leopold Road Junctions	£0	£1,405,000	£85,000	£1,320,000	£0	£0	0
NPIF	South Norfolk	NPIF	Long Stratton / A140 / B1527 Hempnall Crossroads Improvements	£0	£2,107,000	£0	£2,107,000	£0	£0	NPIF funding awarded for 2018/19/20
Local Road Schemes	South Norfolk	LGF	Long Stratton / A140 / B1527 Hempnall Crossroads Improvements	£0	£650,000	£0	£650,000	£0	£0	Funding Source to be confirmed if not successful to be underwritten by Norfolk County Council
Local Road Schemes	South Norfolk	CIL	Long Stratton / A140 / B1527 Hempnall Crossroads Improvements	£0	£216,000	£0	£216,000	£0	£375,000	0
NCC Extra £20m/ Junctions Imp	South Norfolk	NCC Extra £20m	Newton Flotman A140 turn on to Flordon Road Junction Improvement	£0	£0	£0	£0	£0	£0	Feasibility Study ongoing current proposals do not give sufficient capacity in medium term. Other proposal needs to be scoped
LTP	South Norfolk	Developer	Longwater Lane/Bawburgh lane/Dereham road	£0	£988,000	£0	£0	£0	£0	0
LTP	King's Lynn & West Norfolk	LTP	Kings Lynn - Southgates Roundabout Study	£50,000	£50,000	£50,000	£0	£0	£0	0
NCC Extra £20m/ Junctions Imp	South Norfolk	NCC Extra £20m	Diss- A1066 Vincos Road junction improvement	£0	£620,000	£282,000	£338,000	£0	£0	Subject to availability of land. Feasibility done
NCC Extra £20m/ Junctions Imp	South Norfolk	Developer	A146 George lane, Iddon	£0	£853,000	£50,000	£803,000	£0	£0	Subject to developer funding.
NCC Extra £20m/ Junctions Imp	Countywide	NCC Extra £20m	Unallocated Funding	£0	£0	£0	£0	£0	£0	From 2020-21
LTP	Countywide	LTP	Unallocated Funding	£13,000	£0	£0	£13,000	£0	£0	0
LTP	Broadland	LTP	Post NDR Environmental monitoring	£75,000	£0	£75,000	£0	£0	£0	Monitoring until 2033/34
Great Yarmouth sustainable transport package (LGF funded)										
GYSTP	Great Yarmouth	LGF	Great Yarmouth, A1243 Bridge Road / Southtown Road / Station Road Junction Improvements D&C	£0	£600,000	£100,000	£500,000	£0	£5,000	Subject to scheme demonstrating benefits and complementing 3rd River crossing
GYSTP	Great Yarmouth	LGF	Gt Yarmouth - Nottingham Way - Design and Construct	£0	£35,000	£5,000	£30,000	£0	£0	
GYSTP	Great Yarmouth	LGF	Great Yarmouth, North Town Centre Walking and Cycling Improvements	£0	£133,000	£0	£0	£0	£137,000	Project Brief to be issued shortly. 3 schemes: 1. Fullers Hill Footway/Cyclway; 2. Broad Row Cycle Link; 3. TRO review. Brief not allocated to designer.
GYSTP	Great Yarmouth	LGF	Great Yarmouth - Congestion relief schemes	£0	£1,500,000	£0	£0	£0	£0	
GYSTP	Great Yarmouth	LGF	Great Yarmouth - Sustainable transport priorities	£0	£930,000	£0	£0	£0	£63,000	
GYSTP	Great Yarmouth	LGF	Great Yarmouth- The Conge and rail station interchange	£0	£650,000	£100,000	£550,000	£0	£0	
Attleborough Sustainable transport package (LGF funded)										
ASTP	Breckland	LGF	Attleborough - Railway Station Car Park	£0	£220,000	£20,000	£200,000	£0	£0	
ASTP	Breckland	LGF	Attleborough Sustainable transport package	£0	£0	£0	£0	£0	£185,000	
ASTP	Breckland	LGF	Attleborough - High Street/ Exchange Street Junction	£0	£261,000	£11,000	£250,000	£0	£0	
ASTP	Breckland	LGF	Attleborough - Queens Road/ Church Street	£0	£424,000	£24,000	£400,000	£0	£0	
ASTP	Breckland	LGF	Attleborough - Queens Square Public Realm	£0	£525,000	£25,000	£500,000	£0	£0	
ASTP	Breckland	LGF	Attleborough - Queens Square Car Park	£0	£285,000	£10,000	£275,000	£0	£0	
Thetford Sustainable transport package (LGF funded)										
LGF	Breckland	LGF	Thetford - Croxton Road Cycle Path	£0	£300,000	£280,000	£20,000	£0	£0	
Traffic Management & Traffic Calming										
TFN	Norwich	LGF/CIL	Prince of Wales Road and Rose Lane traffic measures	£0	£1,022,000	£82,000	£940,000	£0	£0	
TFN	Norwich	LGF	A11 Newmarket Road / ORR & Leopold Road Junctions	£0	£1,405,000	£85,000	£1,320,000	£0	£0	
TFN	South Norfolk	LTP	Costessey - West end Traffic Calming	£0	£0	£10,000	£130,000	£0	£0	Scheme required in association with NDR
TFN	Broadland	LTP	NDR monitoring and B1535 speed limit	£10,000	£0	£10,000	£0	£0	£0	
Local Safety Schemes										
LTP	Norwich	LTP	Norwich A147 Kettis Hill Barrack Street LSS Roundabout Improvements	£66,500	£0	£5,000	£61,500	£0	£0	
LTP	North Norfolk	LTP	Northrepps A149 / A140 Local Safety Scheme TRO and Signs	£22,000	£0	£3,500	£18,000	£0	£0	
LTP	North Norfolk	LTP	Hempton: A1065/Pond Road LSS	£14,000	£0	£4,000	£10,000	£0	£0	
LTP	Breckland	LTP	A134 Route Safety Scheme	£50,000	£0	£10,000	£40,000	£0	£0	
LTP	Countywide	LTP	Unallocated local road scheme funding	£97,500	£0	£0	£0	£250,000	£0	To be used as match funding on jointly funded schemes
LTP	Countywide	LTP	Safety Partnership Schemes / contribution to maintenance schemes	£10,000	£0	£0	£0	£10,000	£0	
Other Schemes, Future Fees & Carry Over Costs										
LTP	Countywide	LTP	Pre-feasibility work	£0	£25,000	£25,000	£0	£0	£25,000	
NCC extra £20m	Countywide	NCC extra £20m	Members Fund	£0	£504,000	£0	£0	£0	£504,000	
LTP	Countywide	LTP	Fees for future schemes (studies/preliminary)	£10,000	£0	£10,000	£0	£10,000	£0	
NCC	Countywide	NCC	Countywide LED replacement	£0	£600,000	£0	£0	£0	£0	
LTP	Countywide	LTP	Retention / Land costs on completed schemes	£20,000	£0	£0	£0	£20,000	£0	
Totals:				£2,998,000	£38,589,000	£1,423,500	£11,224,500	£871,000	£42,156,000	

APPENDIX D- Funding, Additional £20m Highways investment - Proposed budget distribution

Work Type	Sub-type	Initial Allocation	2018-19	2019-20	2020-21	2021-22	Total
NDR		£12,000,000	£12,000,000	£0	£0	£0	£12,000,000
County Councillor Member Fund		£2,016,000	£504,000	£504,000	£504,000	£504,000	£2,016,000
Parish Partnerships		£200,000	£50,000	£50,000	£50,000	£50,000	£200,000
Market Towns	studies	£2,050,000	£100,000	£120,000	£80,000	£5,000	£305,000
	interventions		0	500000	745000	500000	£1,745,000
PROW		£200,000	£59,616	£123,000	£17,384		£200,000
Footways and crossings	works	£833,000	£182,921	£289,366	£107,250	186,345	£765,882
	assessments		67,119	0	0	£0	£67,119
Junction improvements	works	£2,701,000	12,334	1,040,000	1,152,000	359,460	£2,563,794
	feasibility		137,206			0	£137,206
		£20,000,000	£13,113,195	£2,626,366	£2,655,634	£1,604,805	£20,000,000

Key



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indicative

APPENDIX E – Funding Additional Maintenance Funding for Highway Infrastructure

2018-19 Initial Distribution

5,000	Bridges
6,595,000	Resurfacing
250,000	Footways/Shared Use
925,000	Small scale capitalised items (drainage repairs, signs etc)
1,375,000	layered / Machine Patching / Potholes
2,000,000	Fen road repairs
750000	Surface Dressing
794000	Contributions to schemes within existing programme (£686,000 surfacing, £108,000 footways)
12,694,000	Grant

APPENDIX F - Norfolk Hierarchy Review

Norfolk Hierarchy Review - July 2018

The following maps and text form a detailed summary of the Norfolk Hierarchy Review (2018) undertaken as part of the adoption of *Well-managed Highway Infrastructure – A Code of Practice*

Norfolk's Principal Primary (2B) and Non-Primary (2C) A-road network



Figure 1 – Map showing; Trunk Roads (Black), Principal Primary (Purple), Non-Primary (Red)
This report recommends no changes to the Principal Primary (2B) and Non Primary (2C) hierarchy.



Figure 2 -Map showing; Proposed Major Road Network in Norfolk (Trunk Roads blue, MRN red) – Image from DfT consultation.

The opening of the Broadland Northway (NDR) in 2017/8 and the Transforming Cities project (due to complete in 2023) presents an ideal opportunity to study and deliver changes to the current Principal Primary and Non-Primary hierarchy in the Greater Norwich area.

Norfolk also has an A-road Main Distributor category, 3A1, this is made up of the –

- A1062
- A1064



Figure 3- Map Showing; A-road Main Distributor (3A1) in red and B-road Main Distributor (3A2) in orange

The A1062 is primarily a tourist route serving the interior of the Broads area, it links the A1151 in Hoveton with the A149 in Potter Heigham.

The A1064 has a split function, between the A47 and the B1152 it functions as a Non Primary A-road carrying vehicle flows of around 12,000 vehicles a day. East of the B1152 junction traffic flows half to around 6,000 vehicles a day and it functions more as the A1062 does. However, due to the fragility of the A47 (T) Acle Straight in terms of network resilience, the A1064 also serves as the diversion route during times of closure.

It is recommended that the A1062 is reclassified from 3A1 in the hierarchy to Special Access (3B3) in the same way as the A149 between Hunstanton and Cromer is to reflect its primary function as a tourist route.

B-roads are classified as 3A2 Main Distributer within the Norfolk County Council Route Hierarchy. There are notable exceptions to this –

The C517/C173 within Hockering, from the A47 to the junction with the B1535 is still classified as 3A2.

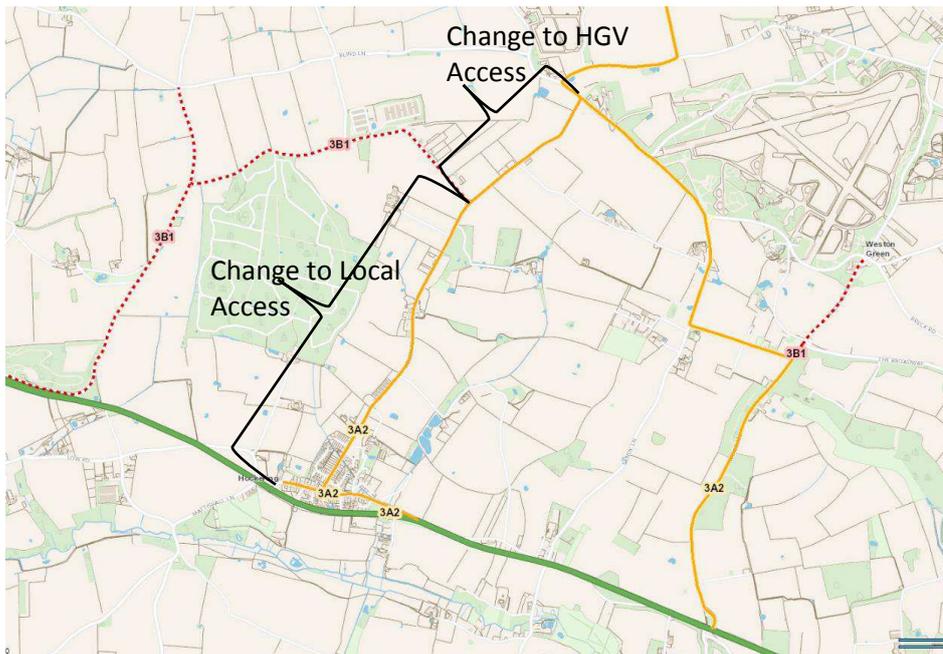


Figure 4 – Map Showing; Hockering Area Hierarchy

Recommendation; The C517/C173 Hockering is re-designated as 3B2 Local Access south of the C493 Stone Road and as 3B1 HGV Access north of Stone Road. The adjacent B1535 has replaced its function

The C166 through Wicklewood is designated as 3A2 between the B1108 and the B1135.

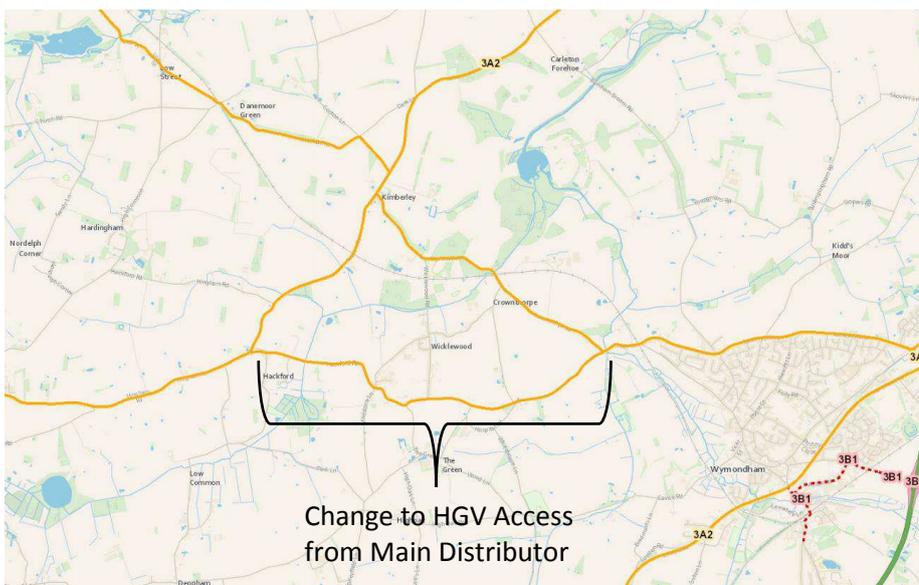


Figure 5- Map Showing; Wicklewood area Hierarchy

Recommendation; The C166 Wicklewood is redesignated as 3B1 HGV Access, this designation would still allow access to Watton and Dereham for large vehicles avoiding the Mid-Norfolk Railway bridge on the B1135 but would better reflect its C road status.

The C264 north of Hevingham is designated as 3A2 from the B1149 to the A140.



Figure 6- Map Showing; Hierarchy north of Hevingham

Recommendation; The C624 north of Hevingham is re-designated as 3B1 HGV Access between the A140 and the Bio digester Plant with the remainder becoming 4A2. This provides an appropriate route to/from the plant for the majority of vehicle movements and uses the Principal Primary Network.

Gorleston and Bradwell

Conversely the B1534 between the A143 and the A47 in Gorleston is not designated as 3A2 Main Distributor but as 3B2 Local Access Route.

Similarly the B1370 (Middleton Road/Church Road) links the A47 south of Gorleston to the A143 and is classed as 3A2 within the Norfolk County Council Route Hierarchy. It provided functional access to the A143 from the A47 (A12 as was). With the construction of the new B1534 Beaufort Way link, its function becomes superfluous.

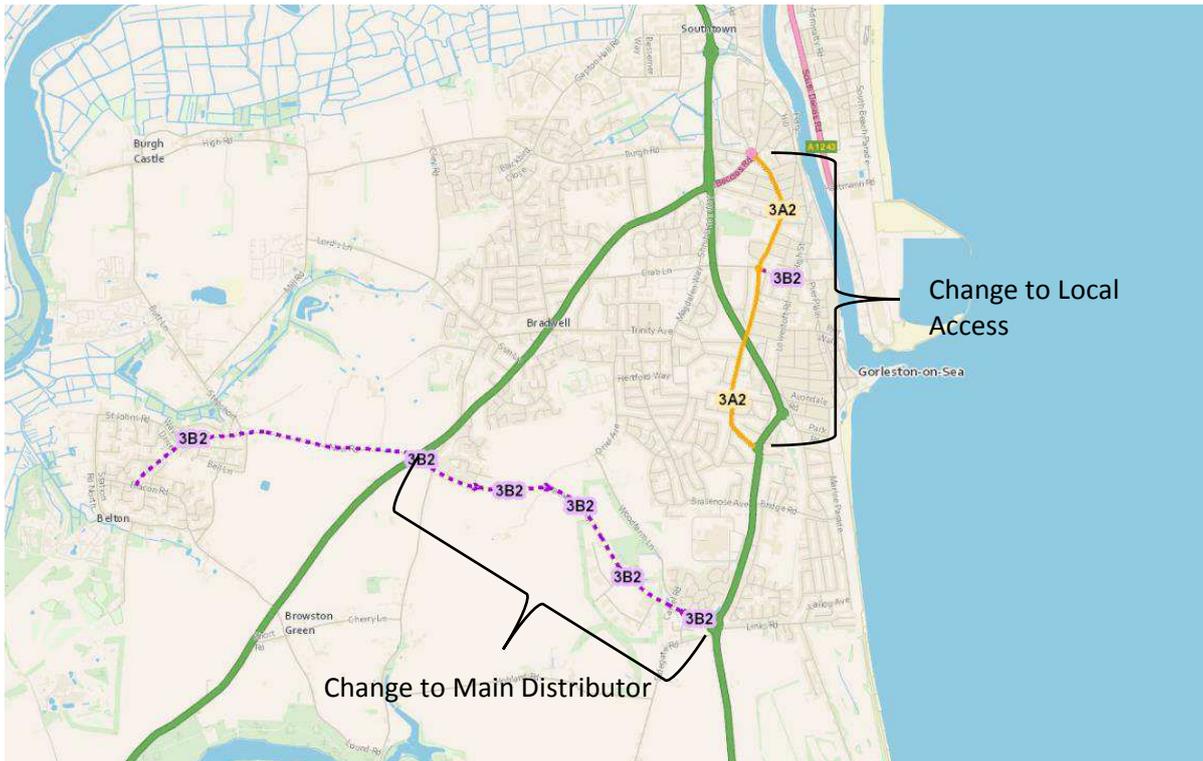


Figure 7- Map Showing; Gorleston area Hierarchy

Recommendation; Re-designate the B1534 from Local Access to Main Distributor to better recognise its function as a link road. The B1370 (Middleton Road/Church Road) should be re-designated as Local Access from Main Distributor, it should also be considered for downgrading to C class status.

HGV Access Routes (3B1)

HGV movement is primarily expected on the major road network (A and B-class) and then HGVs are expected to and are sign posted to service settlements using Local Access Routes.

HGV routes sit a part from Local Access Routes and are designed to connect HGV movement generators with the rest of the network.

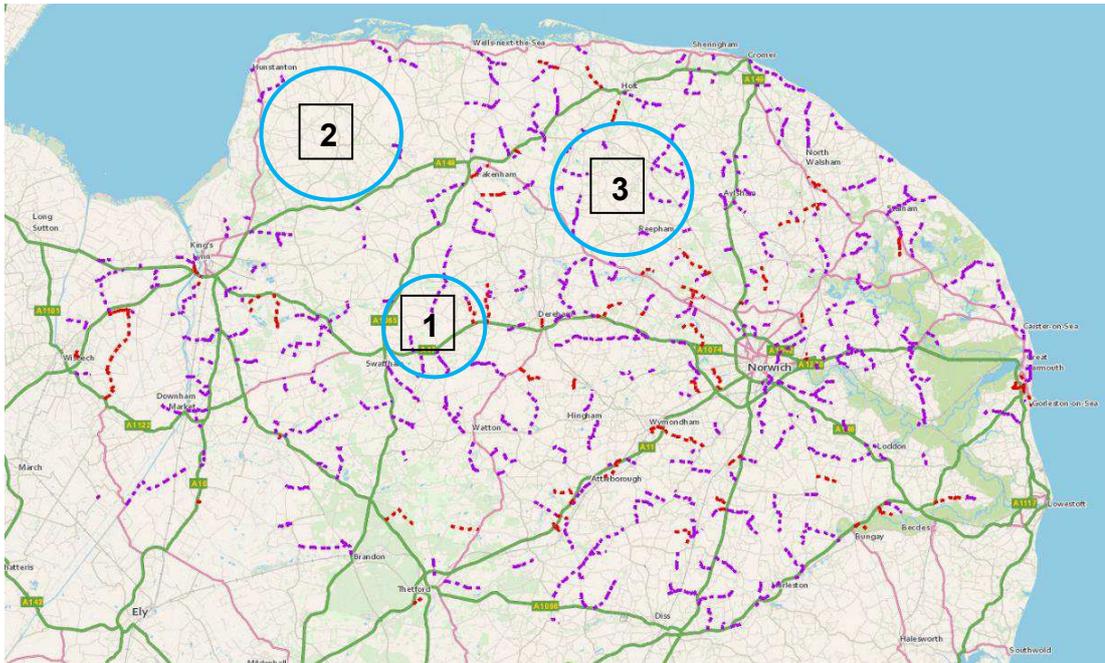


Figure 8- Map Showing HGV Access Routes (3B1) in red and Local Access Routes (3B2) in purple.

Recommendation; Specific changes to HGV Access Routes have been covered elsewhere (e.g. Wicklewood Main Distributor change).

Local Access Routes (3B2) connect settlements to the rest of the Highway Network, in general this should be via a higher classification road. Local Access Routes are signed from higher classification routes so that drivers are encouraged to use them.

In general following the 1995-2005 cell review period a single Local Access Route was identified for a Parish. There are some anomalies where, for example a parish contains more than one distinct settlement. In these instances additional Local Access Routes have been provided.

Conversely there are some parishes which do not have a Local Access Route identified they are;

1. The area north of the A47 bounded by the A1065 to the west, The B1146 to the east and the B1145 to the north. Within this area the Parishes of Little Dunham and Lexham do not have designated 3B2 Local Access Routes. Nor do the settlements of Great Palgrave and Great Fransham.

2. The area bordered the A148, A149, and the B1105 in the northwest of Norfolk. Some settlements within this area do not have designated 3B2 Local Access Routes.
3. The area bordered by the B1145, B1149, B1354 and B1110 north of Reepham. Some Parishes within this area do not have Local Access Routes.

Recommendation; Review the 3 specific areas mentioned above.

Special Access Routes (3B3)

Norfolk has two Special Access Routes;

A149 Hunstanton to Cromer coast road, approximately 60km in length. Primary function is to serve the Norfolk Coast AONB as a tourist route. It also has a secondary function serving local communities. Its status as a Special Access Route reflects the A-road designation it has, but also that it is a narrow torturous route that is unlikely to ever be brought up to modern A-road standards.

C636 North Walsham to Bacton, previously a B-road but downgraded, is a special access route to serve Bacton Gas Terminal, which is considered to be of national importance. It is part of the gritting route and is maintained following B-road standards. Bacton Gas Terminal is also served by the B1159 from Stalham, it too is part of the gritting routes and is maintained to B-road standards. Only the B1159 forms part of the resilience network.

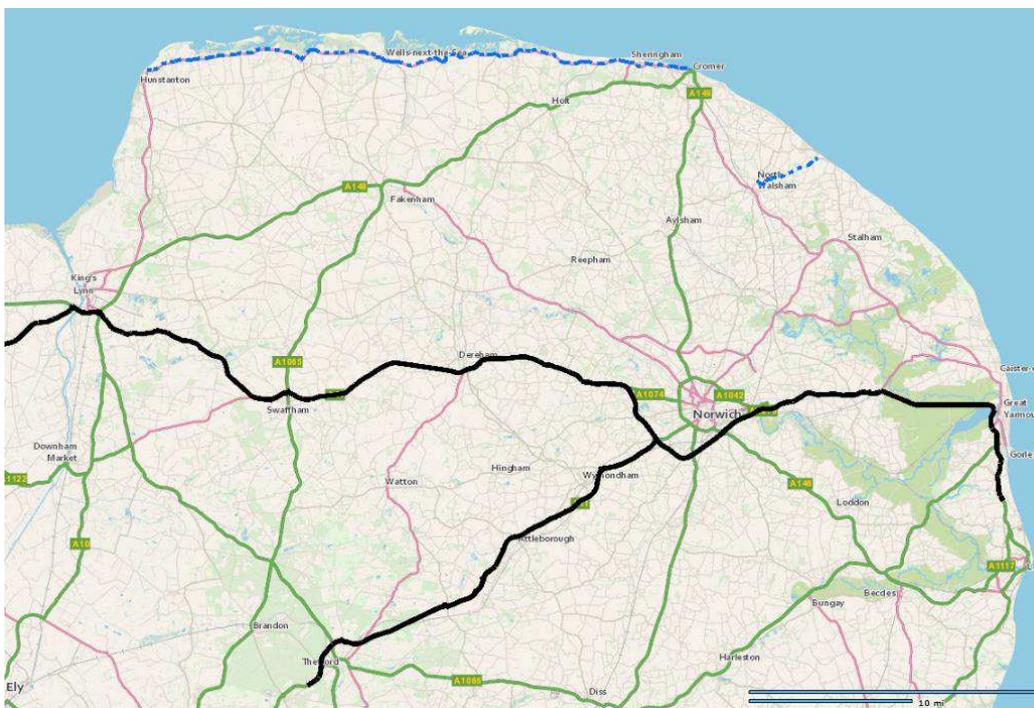


Figure 9 – Map Showing; Special Access Routes (blue)

Recommendation; Make the A1062 a Special Access Route to reflect its primary function as a tourist route akin to the A149 (Hunstanton to Cromer).

Tourist Routes (3B4)

Tourist Access Routes connect to the next available higher rank in the Route Hierarchy allowing drivers to reach their chosen destination of interest.

There is at present no mechanism to add/remove or review tourist routes if for example an attraction opened/closed or a new road opened providing better access.

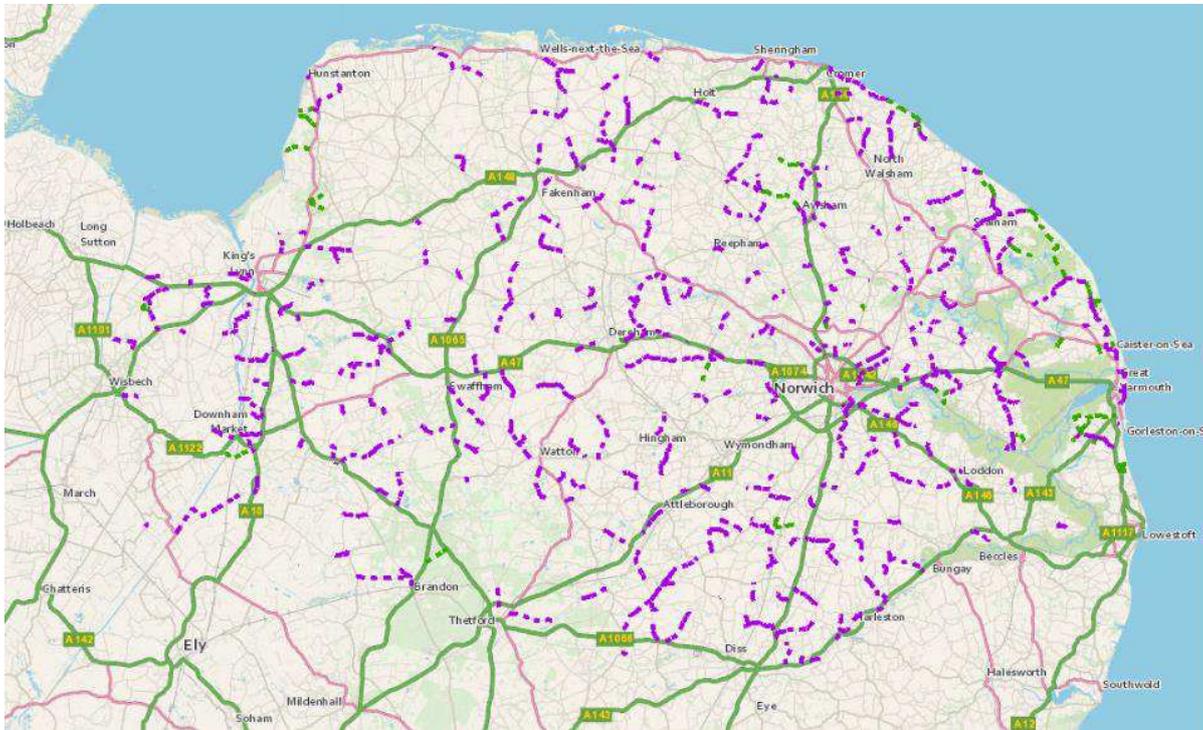


Figure 10 – Map Showing; Local Access Routes (purple) and Tourist Routes (broken green)

Recommendation; A policy/procedure should be developed to add or remove tourist destinations and review the network access for that destination.

Environment, Development and Transport Committee

Report title:	Norfolk Safety Camera Partnership
Date of meeting:	18 January 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact It is important that there is transparency in decision making processes to enable Members and the public to hold the Council to account.	

Executive summary

This report updates Members on the work of a Member Task and Finish Group on casualty reduction/road safety, which was set up by the Communities Committee. In particular, the intention to move to a 'safe system' approach. The Member Working Group also recommended improving the process for Local Member engagement in proposed safety camera schemes, and a new process for this is recommended.

This report also sets out in detail the position in relation to a safety camera scheme on the A149. The scheme has been approved by the Safety Camera Partnership but Local Members subsequently raised concerns and suggested alternative interventions. The Committee are asked to approve a recommendation from the Assistant Director Highways and Waste on a way forward for this scheme.

Recommendations:

- 1. Approve the process for identification and implementation of new safety camera schemes, as set out in Appendix B.**
- 2. Approve the recommendation from the Assistant Director Highways and Waste to permit the A149 safety camera scheme to proceed to implementation.**
- 3. Agree in principle to the promotion of a 50mph speed limit, subject to the necessary statutory processes, and associated low cost junction improvements, for the two sections of A149 identified in paragraphs 3.7.4. and 3.7.5.**

1. "Safe system" approach

- 1.1. At the start of 2018, the Communities Committee established a Member Task and Finish Group on casualty reduction/road safety. This Group presented their findings to the Communities Committee in November, along with a series of recommendations, all of which were agreed (with some very minor amendments).
- 1.2. The Group primarily focussed on policy developments to form a vision around what is needed to create a step-change in safety on our roads, which led Members to recommend adopting a 'safe system' approach. This is where all factors (road, vehicles, road use and speed) are considered to prioritise initiatives focussed on prevention and reducing risks. This will form the basis of

future road safety schemes developed by the County Council's highway service.

- 1.3. A copy of the full report considered by the Committee is included at Appendix A.

2. Safety camera schemes

2.1. Norfolk Safety Camera Partnership

- 2.1.1. The Norfolk Safety Camera Partnership (SCP) is a multi-agency partnership between the Police, County Council and other public sector bodies. The SCP is led by, and accountable to, Norfolk Constabulary. The purpose of the SCP is to promote road safety in Norfolk and reduce road casualties through the use of enforcement cameras and other associated measures.
- 2.1.2. The SCP manages funds from court diversion courses which are reinvested into road safety initiatives across Norfolk. This includes payment for and the installation and maintenance of speed cameras.
- 2.1.3. The SCP determines how to use its funding and develops its own programme of projects and activity. It will consider a range of evidence and information in determining suitable projects, including road accident data.
- 2.1.4. The County Council's representative on the SCP is Diane Steiner – Deputy Director of Public Health.

2.2. Local Member engagement in identification of new schemes

- 2.2.1. One of the recommendations recently agreed by Communities Committee (see Appendix A) is focussed on ensuring that Members are informed of new safety camera schemes during the planning stages.
- 2.3. At present, Local Members are given the opportunity to engage in the development of highway schemes developed by the County Council at an early stage. Because both the development and approval of these schemes falls to the County Council, we maximise the scope for Members to engage with and influence the final shape of schemes in their area.
- 2.4. The current process for safety camera schemes is different. Suitable schemes are identified by the County Council's Network Safety Team but approved by the SCP, not the County Council. The highways service is involved in the implementation process, and it is at this stage that they will notify Local Members about a scheme in their area. This is usually after the scheme has been approved by the SCP and therefore, at that stage, there is little scope to influence the final scheme. Recent experience of a proposed scheme on the A149 (detailed further in Section 3) has highlighted this disparity in Member engagement.
- 2.5. It is proposed to put a new process in place for new safety camera schemes in Norfolk that ensures Local Members are not just informed about new schemes, but given the opportunity to comment before a final decision is made on a way forward. The proposed new process is set out in Appendix B.

3. A149 average speed camera scheme

- 3.1. As mentioned above, recent experience has identified an issue in terms of

Member engagement for a SCP scheme identified for the A149.

- 3.2. A safety camera scheme on the A149 has been approved by the SCP. However, the County Council Local Members raised some concerns on the scheme and wider safety issues on that stretch of road.
- 3.3. Given the concerns raised by the Local Members, and the lack of opportunity for them to engage with the planning stages of the scheme, there was a need to clarify the County Council's position in terms of implementation of the scheme.
- 3.4. **The scheme**
 - 3.4.1. The scheme approved by the SCP is to install average speed cameras on a length of the A149 between Knights Hill Roundabout and Snettisham. See Appendix C for a map showing the intended coverage of the cameras.
 - 3.4.2. The scheme was originally identified during 2015, and subsequently approved by the SCP and added to their work programme for implementation in 2018.
- 3.5. **Local Member views**
 - 3.5.1. The three Local Members – Cllr Jamieson, Cllr Chenery and Cllr Dark – were informed about the scheme by the highways service after it had been approved by the SCP. They raised concerns from the local community about speed limits and safety issues at a number of junctions. Their preference was for an holistic approach rather than just the introduction of the average speed cameras.
 - 3.5.2. Officers have engaged with the SCP members and the County Council Local Members to further explore the SCP scheme and potential alternatives.
- 3.6. **Accident record**
 - 3.6.1. The SCP identifies safety camera sites based on the number of fatal or serious injury road traffic collisions that have occurred. There are a number of studies and evaluation reports on safety cameras (including those published by the Department of Transport) that provide statistical evidence supporting the effectiveness of speed cameras in reducing collisions.
 - 3.6.2. When the scheme was originally proposed by the SCP, it was on the basis of the 5 year accident record covering February 2010 to January 2015, as follows:-
 - 46 personal injury accidents (pia)
 - 2 fatal
 - 13 serious
 - 31 slight
 - Traffic flow 15,700 AADT (Annual Average Daily Traffic)
 - Accident rate of 13.7 personal injury accidents per 100 motor vehicle km, compared to a national average of 15.2 for this type of road.
 - Severity ratio of 0.33, compared to a national average of 0.20 for this type of road.

Whilst the accident rate indicates the number of accidents is lower than the national average, the severity (ie. the proportion of killed and seriously injured (KSI)) is higher.
 - 3.6.3. More recent accident data covering the six year period to May 2018 has also been reviewed as part of a route safety review (see 3.7 below). This data

shows:-

- 40 personal injury accidents (pia)
 - 5 fatal
 - 10 serious
 - 25 slight
- Accident rate of 9.9 personal injury accidents per 100 motor vehicle km, compared to a national average of 15.2 for this type of road.
- Severity ratio of 0.38 compared to a national average of 0.20 for this type of road.

It is notable that the accident rate has reduced compared to the initial assessment. This is mainly due to no accidents being recorded during the period December 2016 to March 2018. This is quite surprising for a road carrying over 15,000 vehicles a day with a long-term average of 5 pia/year. Over the last 20 years, 2017 is the only year when no accidents have occurred and it is therefore considered an anomaly.

The proportion of KSI accidents remains high at almost double the national average with 13% of accidents resulting in fatal injury.

3.7. Consideration of alternative interventions

- 3.7.1. Local Members suggested a range of alternatives to the SCP Scheme. These have been assessed by the highways service.
- 3.7.2. The Highways service has a formula that can be used to assess and prioritise schemes. The formula considers a number of factors and calculates a First Year Rate of Return (FYRR) figure that measures the cost of works against its potential effectiveness on reducing collisions. Local Safety Schemes generally require a FYRR of at least 200% to be considered value for money in terms of accident savings. This ensures the County Council can target the available resources to those sites where the greatest benefit could be achieved in terms of road safety.
- 3.7.3. The SCP scheme is assessed to have a FYRR of 783% (based on the recent 6 year accident record).
- 3.7.4. The current speed limit was also reviewed. A proposal to lower the speed limit on the part of the route between B1439 junction and the southern B1440 roundabout was assessed to have a FYRR of 647%. Given this high score, a Traffic Regulation Order (TRO) to introduce a 50mph speed limit will be promoted in the 2019/20 capital programme. However, using the 'safe system' approach the highways service will, on this section, also work with the local Member to take forward low-cost junction improvements at Wolferton Road/Double Lodges Road and Church Road/Folly Road.
- 3.7.5. Local Members also expressed concerns about crashes in the vicinity of the junctions at Beach Road and Common Road. As such, we will review this section of road (from a point south of Beach Road to the A149/B1440 (North) roundabout), with a view to promoting a lower speed limit and within this section work with the local Member to take forward low-cost junction improvements.
- 3.7.6. Local Members also made further suggestions for improvements to the A149 to the northern part of the route, outside the stretch of road where the safety cameras are proposed. These are still being considered by officers, and a

further route safety review on these suggestions is being carried out and the suggestions will be assessed during 2019.

3.8. Legal context

- 3.8.1. The Road Traffic Act 1991 and the Traffic Offenders Act 1988 provide the legal basis for the Police enforcement, including allowing evidence collected on camera to be used in proceedings for a speeding or red light offence.
- 3.8.2. Section 95A of the Highways Act 1980, gives the County Council, as Highway Authority, a power to install and maintain, on or near the highway, structures and equipment for the detection of traffic offences.
- 3.8.3. Whilst SCP can identify and approve schemes, implementation of any safety camera proposal requires use of the highway eg. to install equipment and put necessary road markings in place. Therefore, the Highway Authority needs to permit use of the highway for this purpose.

3.9. Issues and risks

- 3.9.1. Given the position set out above, the County Council, as highway authority has not given permission for the use of the highway, neither has it refused permission. This has essentially put the scheme on hold.
- 3.9.2. The established practice is for the County Council to permit any scheme approved and funded by the SCP. Not least because these schemes are fully funded by the SCP, and the County Council is a participant in the SCP and therefore is part of the SCP decision-making process.
- 3.9.3. It is possible for the County Council to refuse to permit use of the highway for a scheme under Section 95A of the Highways Act 1980. However, given that established practice for SCP schemes is for use of the highway to be permitted, and no concerns were raised by the County Council during the decision-making process, the SCP might reasonably hold a legitimate expectation that use of the highway would be permitted for an approved scheme. Should the Committee decide that use of the highway should not be permitted for this scheme, then further work will be needed to develop a new and more detailed decision-making process with the SCP.
- 3.9.4. In addition, the SCP has committed funding to this scheme as equipment has been purchased. If use of the highway is not permitted and the scheme cannot be implemented, there is a risk that the SCP will seek to recover their costs from the County Council. In addition, there is a risk that the SCP may be unwilling or reluctant to fund future schemes.

3.10. Recommended way forward

- 3.10.1. The County Council's senior highways advisor is the Assistant Director Highways and Waste. He has reviewed all the information relating to the average speed camera proposal from the SCP. In order to inform his professional advice to Committee, he has taken a range of issues into account:-
 - The accident record at the site
 - The physical location and layout of the road and junctions
 - Evidence about the impact of different highway interventions (both published evidence and experience from other County Council schemes).

- The intention to promote a speed limit reduction on part of the route
- The value of the scheme, in particular in terms of funding and potential return on investment
- The issues and risks set out above.

3.10.2. His conclusion is that:-

- The average speed camera proposal is the intervention that is likely to have the biggest impact in terms of reducing the numbers and severity of road traffic accidents at this location.
- The SCP scheme offers good value for money
- The alternative interventions identified by Local Members have and are being fully considered by the highways service, but these do not provide the same level of potential benefits as the SCP scheme.
- As part of the work with Local Members and using the 'safe system' approach, two specific elements are looking to be progressed separately by the highways service, as set out on sections 3.7.4 and 3.7.5 of this report. These schemes would not detract from the SCP scheme.

Therefore, his recommendation is to permit use of the highway for the scheme, which would enable the SCP scheme to be delivered. The Committee is being asked to consider this recommendation.

4. Financial Implications

- 4.1. The SCP scheme, if it progressed, is fully funded by the SCP.
- 4.2. The SCP has committed funding of around £50k for this scheme and may seek to recover this from the County Council if the scheme does not progress.

5. Issues, risks and innovation

- 5.1. As set out in the report.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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Email address : nick.tupper@norfolk.gov.uk



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

Communities Committee

Report title:	Recommendations from the Casualty Reduction Member Task and Finish Group
Date of meeting:	7 November 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
<p>Strategic impact</p> <p>The members' task and finish group for road safety have reviewed a range of national, regional and local information. They recommend a realignment of priorities in line with good practice elsewhere. These findings will set the strategic direction of the road safety function in Norfolk, with recommendations which take the county council principles and vision into account. This includes:</p> <ul style="list-style-type: none"> • Joining up our work so that similar activities and services are more easily accessible, done well and done once for example by integrating the highways and road safety communications. • Being business like and making best use of digital technology to ensure value for money by promoting online use of resources. • Using evidence and data to target our work where it can make the most difference, by introducing a new package of data and intelligence that will provide a more meaningful outline of our actions and progress regarding road safety. 	

Executive summary

On 17 January 2018 the Communities Committee agreed to establish a member task and finish group on road safety. This paper presents the findings from the group and outlines a series of recommendations which set the strategic direction going forward.

The task and finish group primarily reviewed policy developments in road safety to form a vision around what is needed to create a step change in the system. This has led members to recommend adopting a "safe system" approach (See Appendix 1) that considers all the factors (road, vehicles, road use and speed) to prioritise initiatives focused on prevention and reducing risks. This would mean that all partners would be encouraged to shift attention away from a single focus on influencing road user behaviour recognising wider opportunities to improve outcomes

Members considered the variety of factors which contribute to an incident. Members also examined the data related to how we measure and monitor casualties and how we compare with other areas. Keeping road users safe is a responsibility shared by all and there is scope to refocus all our efforts and integrate better where we can, and to utilise resources more effectively.

Recommendations:

- 1) **As a council develop a wider strategy for road safety based on the safe system approach.**
- 2) **Recommend the adoption of the Safe System Approach to partner agencies**

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- with a new partnership approach to take it forward.
- 3) Support the Highways Department to continue the prioritisation of maintenance programmes whilst seeking opportunities for safety improvements through developer and maintenance schemes.
 - 4) Support the Highways Department to identify sources of funding to enhance and innovate local safety schemes in accordance with the new Safe Systems Approach.
 - 5) Seek to agree a shared approach to the management of speed which considers limited resource - aspire to shift efforts to proactive prevention and not just reactive responses.
 - 6) Highways engineers support members to prioritise the use of their highways budget on schemes across their division.
 - 7) Integrate Highways and Road safety communications to promote a single Safe Systems Approach.
 - 8) Introduce a new package of data and intelligence that identify local risks and include data from a range of partner agencies.
 - 9) Members will be informed of bids submitted by Norfolk County Council to the Safety Camera Partnership funding pot.
 - 10) Norfolk Association of Local Councils (NALC) Parish council coordinator and Highways continue to communicate effectively with local members and town and parish councils
 - 11) A review of the campaigns and communications strategy in road safety.

The task and finish group proposes that it has two further sessions to consider the developing strategic plan, with a focus on key aspects such as the intelligence and data dashboard, and campaigning with partners. This also allows for time to engage with road safety partner agencies and encourage the adoption of the safe systems approach. The task and finish group will present a final report in the spring of 2019.

1. Proposal

1.1 A new strategic approach

The current approach of focussing just on road user behaviour has not produced the outcomes we need and therefore this report sets out what we will do differently. A Safe System Approach acknowledges that people will always make mistakes; it requires a shift in thinking from a focus on who caused the incident, to which part of the system failed (See Appendix 1). Members of the task and finish group have made a series of recommendations outlining our future approach with actions which will take into account the four pillars of the Safe Systems Approach - safe roads, safe vehicles, safe speeds, and safe road users. (See recommendation 1)

1.2 Safe roads and roadsides - understanding crashes and risks

In recognising the many factors involved in an incident, national policy does not require a local target, and many other authorities do not have one. The group reviewed the existing monitoring approach and targets and considered ways to provide more meaningful intelligence and data.

It is proposed that we withdraw the existing monthly vital sign which currently provides limited data on absolute numbers of killed and seriously injured and replace with monitoring casualties and comparator areas, in a dashboard which

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will include data from a range of partner agencies. This package of measures will be reported regularly to members. (See recommendation 8).

1.3 **Safe roads and roadsides – creating an environment which takes human error into account**

There may be opportunities to test pilot approaches that are grant funded. We therefore recommend supporting Highways in seeking opportunities to source funding for the enhancement and innovation of local safety schemes.

(Recommendation 4).

Members receive many requests for schemes, both from members of the public and parish councils, and we continue to encourage highways engineers to support members to prioritise the use of their highways budget on schemes across their division. (See recommendation 6)

The Norfolk Association of Local Councils (NALC) Parish council coordinator and highways staff will continue to communicate effectively with local members and town and parish councils in keeping with the local member protocol. (See recommendation 10).

1.4 **Safe Roads and Road sides - Post-Crash Responses**

International guidance recommends that post-crash responses may contribute to the survivability of a collision. We recommend that further monitoring and potential actions are agreed with Constabulary, Fire and Rescue and Ambulance Trust bearing in mind the key influencing factor is the size of the county. Norfolk has the second largest road network in the country.

1.5 **Safe Speeds - human tolerance of collisions**

We have a limited budget for highways work, therefore the system wide budget must be prioritised. Realism is needed around likely levels of investment in local safety schemes balanced against maintenance costs. Therefore, we recommend that the Highways department continues the prioritisation of maintenance programmes whilst seeking opportunities for safety improvements through developer and maintenance schemes. (Recommendation 3)

1.6 **Safe speeds – legislation, enforcement and engaged communities**

It is proposed that the existing speed policy remains, and in addition, we aspire to shift efforts to proactive prevention and risk reduction; not just reactive responses which involve making changes because of an incident (Recommendation 5). The existing speed policy is in line with national policy and allows for flexible approaches to speed management, which includes the appropriate use of speed cameras. A full review of the policy is not recommended as there would need to be careful consideration of the potential financial implications balanced against expected outcomes, it would also require support from the Constabulary.

Norfolk County Council is a proactive member of the Safety Camera Partnership, which is led by and accountable to the Constabulary. This partnership manages funds from court diversion courses which are reinvested into road safety initiatives across Norfolk. This includes payment for and the placement of speed cameras which are deployed where they have the best potential to reduce injury. It is recommended that members will be informed of bids submitted by Norfolk County Council to the Safety Camera Partnership Fund (Recommendation 9).

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1.7 **Safe Vehicles – Inform and educate**

It is critical that we encourage better informed road users by giving choice through access to information. Choosing a car or a car seat according to safety ratings for example, could have a significant and positive impact. In drawing attention to existing safety solutions such as cruise control, we can remind people that simple, safe choices can be made. Integrating our messages and streamlining information (such as that on our website) between services internal to Norfolk CC will be a key priority (See recommendation 7) as well as developing our common approach in partnership.

1.8 **Safe Road User - Behaviour change**

The focus of partner agencies has been on working with road users based on their personal characteristics e.g. age, with limited evidence of impact on road user behaviour. It does not specifically target behaviours that are important especially the fatal four: speed, using mobile phones, wearing seat belts and driving under the influence of alcohol or drugs. As such our recommendation is that a review of the effectiveness of existing wider interventions is undertaken, followed by the development of a communications and campaigns strategy which reflects the principles of the safe system approach. (See recommendation 11). This recommendation to ensure our approach to behaviour change campaigns will be developed in partnership. It does not negate the important role the police have in enforcing road safety regulations. Nor does it propose any changes to our participation in the National Driver Offender Retraining Scheme (NDORS)

2. **Evidence**

2.1. As part of their review of road safety, the member task and finish group assessed relevant evidence, as well as national and local data, and guidance. Further details are outlined below in Section 5 - the background.

We are developing a safe system approach framework including how it can be applied in Norfolk. It will include a communications framework, a summary of findings on road safety behaviour change initiatives, a proposed partnership structure, and an example partnership dashboard of measures.

3. **Financial Implications**

3.1. Existing resources may be realigned and reviewed, where necessary.

4. **Issues, risks and innovation**

- 4.1.
- Changing the focus of our efforts will take time to embed.
 - There may be a lack of engagement and support from internal and external partners due to resource constraints. The existing partnership is a positive one which can be built on.
 - Although there is a lack of resource to implement prevention focussed programmes - creative, innovative and coordinated solutions may be explored.
 - There is a risk that councillors in representing their local communities may challenge Safety Camera Partnership decisions. The partnership is enforcement led and accountable to the Chief Constable. A protocol describing the decision-making process including councillor engagement

Copy of report discussed at Communities Committee – 7 November 2018

will be submitted to EDT committee in January 2019, as installation of speed cameras is undertaken by Highways teams.

5. Background

5.1. The group is made up of:

- Cllr Margaret Dewsbury (Chair)
- Cllr Mark Kiddle-Morris
- Cllr Ron Hanton
- Cllr Julie Brociek-Coulton, and
- Cllr Sarah Butikofer.

5.2. The group was supported by a group of officers from public health, transport strategy, network safety and Norfolk Fire and Rescue.

5.3. The group covered the following topics during their sessions

Date	Theme	Members present
21 st February 2018	Terms of Reference, Key issues and outputs	Margaret Dewsbury Mark Kiddle-Morris Julie Brociek-Coulton Sarah Butikofer Ron Hanton
18 th April 2018	Casualty reduction dashboards and data Safe Roads	Margaret Dewsbury Mark Kiddle-Morris Ron Hanton
7 th June 2018	Safe road user	Margaret Dewsbury Mark Kiddle-Morris Ron Hanton Julie Brociek-Coulton Sarah Butikofer
17 th July 2018	Review and draft recommendations. Safe speeds and safe vehicles	Margaret Dewsbury Ron Hanton
3 rd October 2018	Review the draft committee report	Margaret Dewsbury Julie Brociek-Coulton

5.4. **Overview**

The first session focused on an overview of the key issues, the options for improving understanding across organisations of the variables which influence road safety, how we monitor performance, plan our communications and influence road user behaviour. It also gave the context to the KSI target set in 2009 of 308 for 2020 and introduced the safe systems approach.

Copy of report discussed at Communities Committee – 7 November 2018

5.5. Safe roads

The second session focused on the Norfolk road network and the council's responsibilities and challenges. It examined how we influence the behaviour of users through the design of the road and considered the restraints which limit resources to prioritise road maintenance over other considerations. It also highlighted the need to innovate and test low cost road safety improvements. Potential actions considered were how we communicate highways and network functions more effectively by coordinating with and integrating road safety messages and the introduction of wider intelligence and data on 'safe roads'.

5.6. Safe Road User

This session considered the complexity of road user choices, behaviours and characteristics. Much of the road safety activities across the partner agencies are focused on road users. It explored options for improving resources in the community, changing the focus of the existing multi agency groups which are split around road user types, and finding ways to influence commuters and review and refresh the campaign focus.

5.7. Safe speed and safe vehicles

Consideration was given to the level of resource required to review the speed policy, which adheres to the national policy. The session focused on how a better public understanding and acceptance of existing speed limits could reduce casualties, and how costly engineering measures can be. The use of cameras and enforcement on site is effective but limited due to the size of the network and stretched enforcement resources.

Another consideration was area wide trials. We briefly reviewed the model that the council had hoped to pilot in North Norfolk, and the potential to test new approaches and evaluate their impact, which would be possible within the context of the existing speed policy.

Recommendations:

- 1) As a council develop a wider strategy for road safety based on the safe system approach.**
- 2) Recommend the adoption of the Safe System Approach to partner agencies with a new partnership approach to take it forward.**
- 3) Support the Highways Department to continue the prioritisation of maintenance programmes whilst seeking opportunities for safety improvements through developer and maintenance schemes.**
- 4) Support the Highways Department to identify sources of funding to enhance and innovate local safety schemes in accordance with the new Safe Systems Approach.**
- 5) Seek to agree a shared approach to the management of speed which considers limited resource - aspire to shift efforts to proactive prevention and not just reactive responses.**
- 6) Highways engineers support members to prioritise the use of their highways budget on schemes across their division.**
- 7) Integrate Highways and Road safety communications to promote a single Safe Systems Approach.**

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- 8) Introduce a new package of data and intelligence that identify local risks and include data from a range of partner agencies.
- 9) Members will be informed of bids submitted by Norfolk County Council to the Safety Camera Partnership funding pot.
- 10) Norfolk Association of Local Councils (NALC) Parish council coordinator and Highways continue to communicate effectively with local members and town and parish councils
- 11) A review of the campaigns and communications strategy in road safety.

The task and finish group proposes that it has two further sessions to consider the developing strategic plan, with a focus on key aspects such as the intelligence and data dashboard, and campaigning with partners. This also allows for time to engage with road safety partner agencies and encourage the adoption of the safe systems approach. The task and finish group will present a final report in the spring of 2019.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

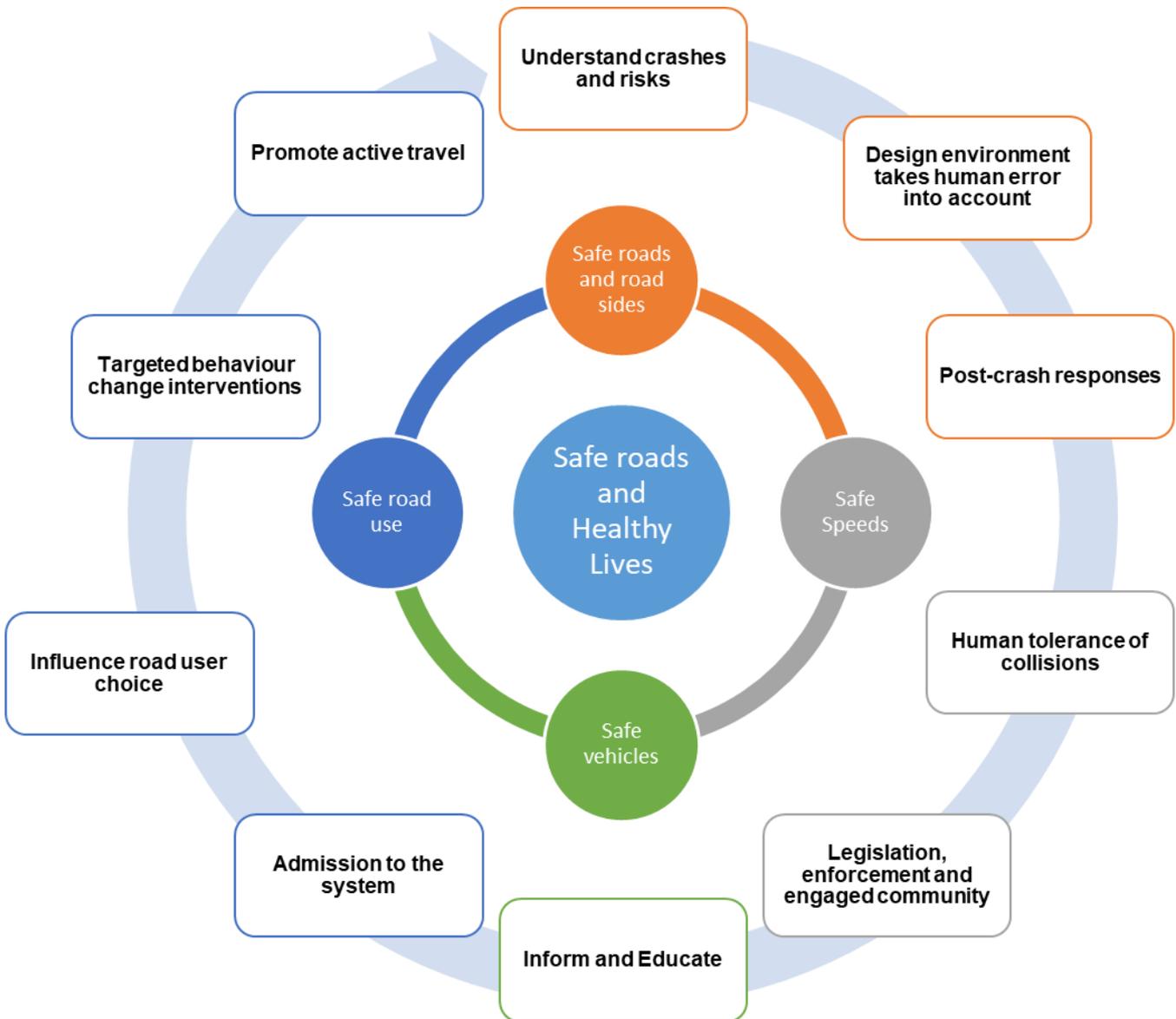
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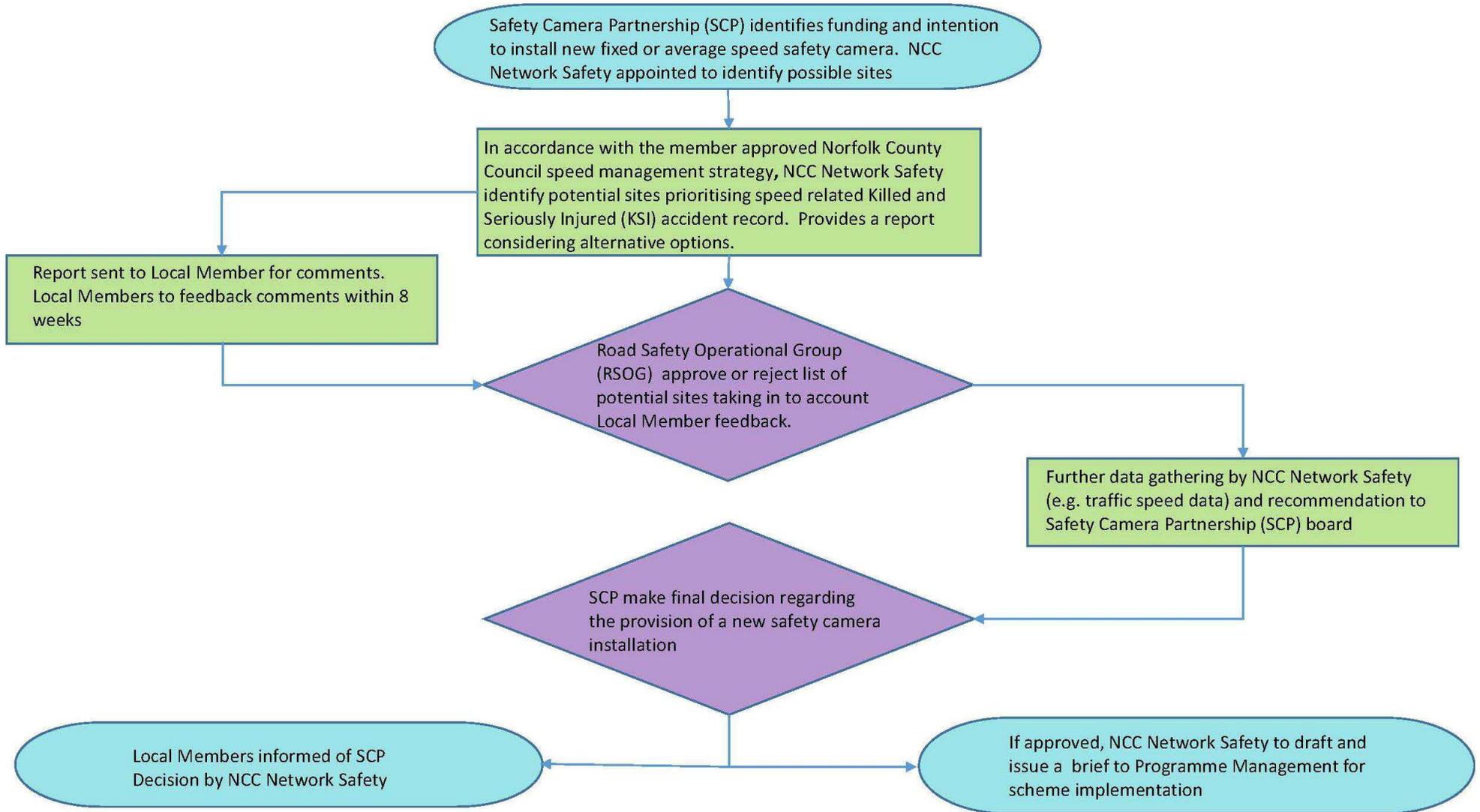


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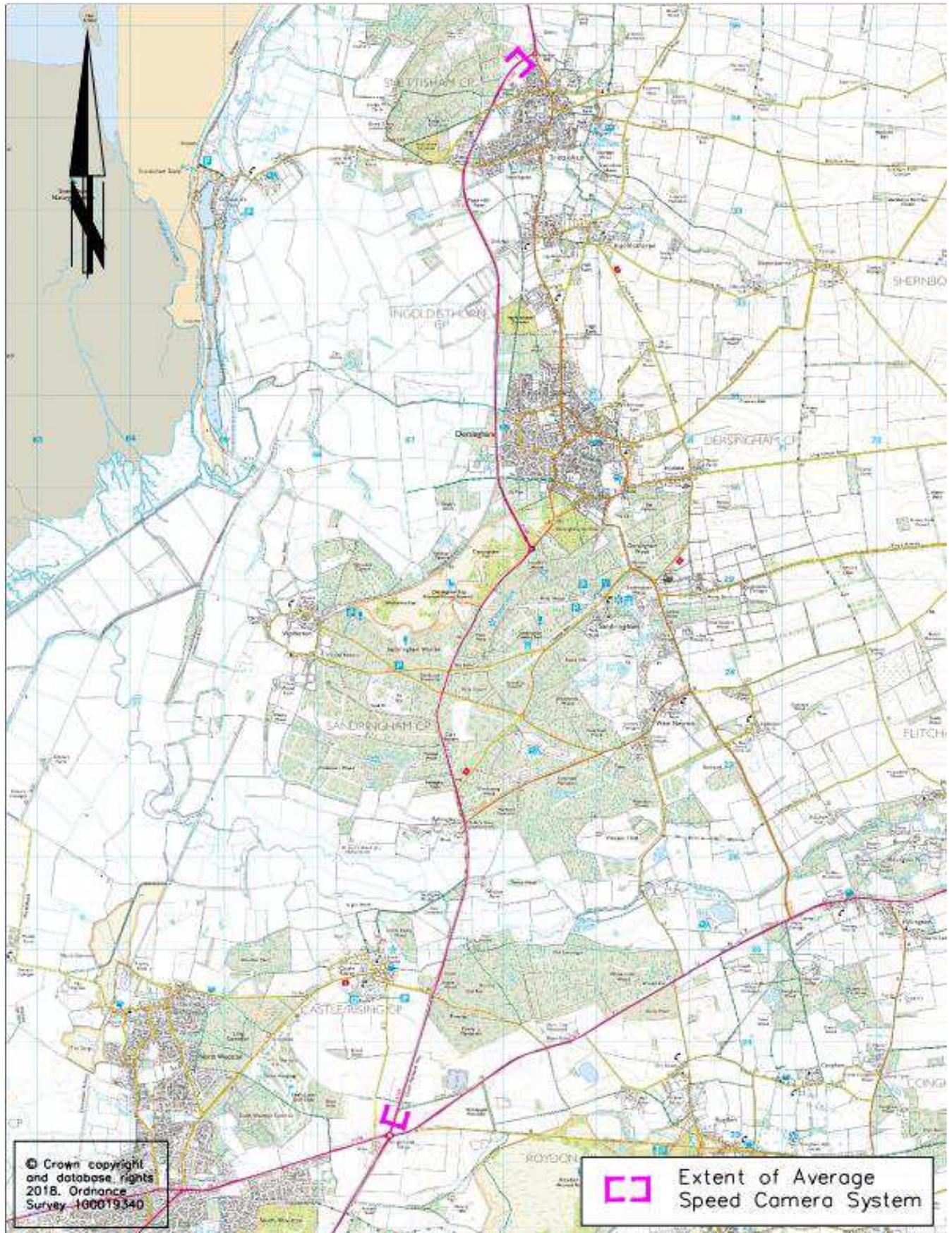
Appendix 1 The safe system approach



Process for the identification and implementation of new Safety Cameras on Norfolk County Council Highways



Coverage of the average speed cameras – A149 between Knights Hill Roundabout and Snettisham



Environment, Development and Transport Committee

Report title:	Commercialisation of Highways Services
Date of meeting:	18 January 2019
Responsible Chief Officer:	Tom McCabe – Executive Director of Community and Environmental Services
Strategic impact The commercialisation of services provides an opportunity to deliver services in a more business-like way, as well as the opportunity to expand to other markets on a commercial basis - and so reduce the net cost of delivering the service to the County Council.	

Executive summary

In September 2018, Members considered the findings of the work to develop options for commercialisation of the highways services. The Committee asked for further work to be carried out and the matter brought back to Committee.

This report sets out the conclusions of the further work that has been carried out. The conclusion from this further work is that the proposal to establish an Arm's length company with NORSE for the delivery of the highways services is beneficial and should be progressed.

Recommendation:

- 1. Agree to enter into a commercial arrangement with Norse Highways Ltd (when established) for the delivery of the highway services listed in para 2.1.1 below, to start 1 October 2019.**
- 2. Delegate responsibility to the Assistant Director (Highways and Waste), in consultation with the Head of Procurement, Committee Chair and Vice Chair, to prepare, agree and implement a Service Level Agreement (SLA) between the County Council and Norse Highways Ltd to deliver the services listed in para 2.1.1 below, on the basis that the SLA includes provision of the components listed in para 2.1.2 below.**

1. Background

- 1.1. In September 2018, the Committee considered the findings of work carried out to review potential options for commercialisation (as previously requested by Members). A copy of this report is attached at Appendix A, for ease of reference.
- 1.2. The conclusion set out in the report was that the opportunity that provided the greater benefits and opportunities to the County Council was to an Arm's length approach with the NORSE group. A second confidential report provided Members with a copy of the business case developed by NORSE on this approach.

- 1.3. The Arm's length company approach would see a partnership arrangement established with NORSE. This would mean setting up a trading arm within NORSE and transferring the services to be carried out under the NORSE umbrella, underpinned by a Service Level Agreement (SLA).
- 1.4. The Committee agreed that further work would be carried out to understand and develop the detail of the specific proposal from NORSE, involving the Chairman, Vice-Chairman, Assistant Director Highways and Waste and Executive Director, with the matter brought back to Committee when they are satisfied the proposals were ready.

2. Further work carried out

- 2.1. Since that time, those mentioned in para 1.4 have met on a number of occasions, to explore the proposals in more detail, and to develop the key components of a Service Level Agreement (SLA). The conclusion from this further work is that the proposal to establish an Arm's length company with NORSE for the delivery of the highways services is beneficial and should be progressed.

2.1.1. Services in scope

The following highways services are in scope:

- Highway works (route maintenance e.g. pothole repairs, drainage works, sign reports and winter services)
- Highways Laboratory
- CES Fleet Services (including maintenance of Norfolk Fire and Rescue Service fleet)
- Fast Lane Training Services

Further information about these services is included in the report at Appendix A. There are currently 169 ftes delivering these services who would transfer (TUPE) to NORSE. The majority of these staff are roadworkers.

2.1.2. Key components of an SLA

The following key components of any SLA were identified:-

- **Start date** – a provisional start date of 1 October 2019.
- **Agreement term** – An initial term of 5 years, with scope to extend by a further 5 years subject to satisfactory performance and mutual agreement.
- **Governance:** A Company Board and Liaison Board will be formed to monitor the performance. The Company Board will comprise 1 x NCC Member Director, 1 x NCC Officer Director, 2 x Norse Company Directors and 1 x Norse Operations Director. The Board will discuss overall strategy, performance and business development, along with other issues raised by the Liaison Board. The Liaison Board will comprise 2 x Senior NCC representatives and 2 x Norse Company Directors and 1 x Norse Operations Director. The Liaison Board will monitor and review detailed performance and will make delivery recommendations regarding service delivery. They will also monitor and review the achievement of the Business Plan. Appointments to the Board are subject to Policy and Resources Committee approval (see section 3 below).

- **Premises** - Norse Highways Ltd (NHL) will occupy County Council premises on a commercial rent basis. Responsibility for the general day-to-day maintenance of the depots, and the ownership, will remain with NCC. Any betterments will be funded by NHL, unless that betterment is required for the landlord to meet legislative (e.g. health and safety or environmental) requirements.
- **Vehicles – day fleet** - All day fleet vehicles that are used to deliver Council Services are currently leased from third parties. These lease agreements will be novated to NHL, who will be responsible for management of all aspects of this third-party lease agreement. An initial condition survey will be completed on all such vehicles ahead of this transfer.
- **Vehicles – specialist fleet** - The Winter Fleet (i.e. gritters) and the Norfolk Fire and Rescue Service fleet shall be retained by NCC. This fleet shall be made available, serviced and maintained in accordance with separate specification requirements.
- **Performance** - Performance Indicators will be defined and monitored to assess the performance of the service. Key areas that will be reported will include percentage of winter gritting actions completed within three hours and percentage of emergency responses attended to within two-hours. NCC will continue to monitor and supervise all areas of the service throughout the agreement via the existing Highway client teams, focussing on quality, safety and timeliness.

3. Establishing Norse Highways Ltd

- 3.1. The intention is for NORSE to establish an arms-length company to deliver these services, called Norse Highways Ltd. This would be a wholly owned subsidiary of Norse Commercial Services Ltd, which is a subsidiary of Norse Group Ltd, which is wholly owned by Norfolk County Council.
- 3.2. Establishment of a new trading entity with Norse will require the approval of the Policy and Resources Committee, as would appointment of Directors to any associated Board.

4. Financial Implications

- 4.1. A net total annual (and ongoing) saving of over £500,000 is anticipated after 3 years of operation. Further financial information is set out in the report at Appendix A.

5. Issues and risks

- 5.1. There will be a need to TUPE transfer 169 ftes from the County Council to Norse. This would be carried out following the relevant processes and procedures, including a formal staff consultation in advance of any transfer.
- 5.2. All other associated/operational risks will be managed at project level as part of mobilisation period.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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Copy of report considered by EDT Committee – 7 September 2018

Environment, Development and Transport Committee

Report title:	Commercialisation of Highways Services
Date of meeting:	7 September 2018
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact	
In September 2016, EDT Committee received a report detailing eight alternative service models which offered the potential to create opportunities to expand to other markets on a commercial basis - and so reduce the net cost of delivering the Highways Service.	

Executive summary

A Strategic Review of EDT services in 2016 recognised that highways generates income through selling of services externally. It also noted that there were additional commercial opportunities associated with this. Members commissioned further work so that the opportunities could be better understood, and a more detailed report on outline options was considered by the Committee in late 2016.

The highways service is locally delivered and has a strong brand and reputation, particularly with Members and communities (parish and town councils). It is important that whatever model is put in place, it offers the best service to communities and best value for the County Council.

Significant work has been carried out looking in detail at a range of potential options for commercialisation. The services that have been considered are: Highway works (the in-house routine maintenance service including emergency works and Winter Service (gritting); Highways Laboratory (an in-house highways laboratory service); CES Fleet Services (our vehicle fleet unit based in Hethersett) and Fast Lane Training Services (a small training unit who provide highways training).

This work has identified alternative approaches:-

- A more efficient in-house delivery model
- An arm's length company approach

The conclusion of the work carried out is that an arm's length company approach would provide the greatest opportunity and benefit to the County Council. This would deliver an ongoing saving in excess of £0.5m per annum, with no reduction in quality. As such, an agreement with the NORSE group is recommended.

Recommendation:

1. Consider the opportunities, benefits and risks outlined in this paper and agree a way forward.

Copy of report considered by EDT Committee – 7 September 2018

1. Proposal

- 1.1. EDT Committee have previously considered a report on opportunities to increase commercial activity for the highways service. This followed on from a strategic review of all the services reporting to EDT Committee, which had been overseen by a Member Working Group
- 1.2. In previous years, Members had been clear that they wished to retain routine highway maintenance activities (in particular our roadworker workforce - the Highway Rangers) in-house as the service was providing an effective service and demonstrating locality working.
- 1.3. Since that time, highways services have continued to seek opportunities to generate income, and the volume of work delivered for external third parties on a commercial basis has increased. The Committee received a report in September 2016 about business models. Given the context of the Council's overall budget gap and ambition to commercialise and generate more income, the Committee asked officers to explore business model options in detail with a view to developing a business case to enable a more commercial approach.

2. Scoping

- 2.1. Significant work has subsequently been carried out to assess potential opportunities in the market and develop a proposal.
- 2.2. One workstream has looked closely at which highways services offer the most potential in terms of a more commercial approach. The following have been identified on the basis that they already operate on a significant commercial basis and there is appetite in the market for these services, both in Norfolk and other areas. They are essentially the blue collar elements of work:-
 - 2.2.1. Highway works – this is the in-house routine maintenance service carrying out a range of planned and emergency works across Norfolk, including Winter Service (gritting). More commonly known as the Highway Ranger service, there are around 125 roadworkers, along with relevant management and support staff. They are also empowered to carry out essential work that they identify while out and about, without the need to check back with the office. In addition, they undertake a significant range of individual construction projects within the county.
 The Client function will remain within Norfolk County Council and will continue to report via management to Elected Members. Client staff based in highway area offices are the first point of contact for local engagement and include Highway Engineers, Area Managers and Highway Inspectors. They will continue to identify work requirements, through the current inspection function, retain customer, Parish Council and Member liaison and deal with enquiries. Also, the responsibility for the supervision, quality and health and safety auditing of works delivery will remain with the Client team.
 - 2.2.2. Highways Laboratory – we are one of a small number (around 10) local authorities that has an in-house specialist highways laboratory service. The Laboratory is nationally recognised and has significant credibility in the market. Although we do not actively advertise our services, around 60% (circa £1m) of our work is from external sources, and we have scaled up to deliver this (currently 27 ftes).

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- 2.2.3. CES Fleet Services – our vehicle fleet unit with some 15 ftes based in Hethersett. Over the last year we have developed a joint fleet service with highways and Norfolk Fire and Rescue Service, and the vehicle fleet maintained includes fire appliances (and associated equipment) and our winter gritting fleet. Day fleet (e.g. vehicles used during the day by roadworkers) is currently provided by an external contractor as this provides the best value.
- 2.2.4. Fast Lane Training Services – this is a small training unit (2 ftes) who provide bespoke training to Highway works, and others e.g. regional contractors, utilities and other local authorities.
- 2.3. There are other highway services that may be suitable to commercialise further in the future (for example the highway design service) but the four identified above provide the best initial opportunities. This is based on our current experience in the market and appetite in the market (based on discussions with external providers, including NORSE).

3. Delivery Models

- 3.1. The EDT Committee considered 8 specific service delivery options in September 2016. Detailed consideration was given to these, and the options were narrowed down to two which offered the best potential:

3.2. Option A – a more efficient in-house model

- 3.2.1. A number of efficiency improvements have been made to the service in recent years. These include providing our roadworkers with electronic devices so that they can access the information they need remotely and log issues on site using gps locations (we one are one of a few authorities who have successfully done this) and installed trackers on vehicles to enable better route optimisation and work tracking.
- 3.2.2. There is still more that could be done to improve efficiency, and we need to balance between investment and return e.g. bespoke ICT systems can be costly and resource intensive to implement. We are aligned with the Commercialisation workstream within the Norfolk Futures programme which has identified opportunities to enable trading services to operate more commercially.
- 3.2.3. Based on our understanding of our business and from discussions with existing providers we have identified a number of improvements. IT improvements would include:
- Job costing – allowing labour, plant and materials to be attributed accurately to each job ordered, thus providing an accurate picture of costs per job. This, in turn will facilitate wider review, analysis, and discussion around how to further improve the service and deliver additional cost-saving efficiencies.
 - Dynamic scheduling – building upon the existing use of mobile technology by NCC, this would allocate work to gangs / operatives in real time. To do this, the system will identify the gangs / operatives with the necessary skill sets, closest to the location to each job (whilst also taking the priority of each job in to account).
 - Use of improved and more powerful mobile devices able to run this software
 - Business analytic resource which would provide day to day admin for the work scheduling/optimising software and reporting and management information on operational and financial performance.

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- 3.2.4. As part of our options analysis we have reviewed the financial transactions of the service and tested the validity of our existing model and the assumptions behind the NORSE business plan. It is clear that the IT and works scheduling improvements would need both capital and ongoing revenue investment. NORSE would benefit from having existing expertise and systems that they would utilise, but these would still require additional annual costs of some £130,000. If we were to deliver an in-house service we would incur at least these costs and an estimated one off cost in order of £250,000 to access the necessary systems.
- 3.2.5. A challenge for any in-house model is how they compare with external organisations in the way that we manage performance and reward; operate sickness absence management; adjust employment conditions and salaries to reflect market conditions; and streamline HR, finance and other back office functions to reflect commercial best practice. A range of changes would be necessary for us to match the costs and focus of a commercial organisation.
- 3.2.6. In the in-house model, the County Council remains in total control of the service, but also retains all the associated risks. There are also legal limitations including that 80% of our turnover must be with the County Council.
- 3.3. **Option B – an arm’s length company approach**
- 3.3.1. There are a number of different models for an arm’s length company approach, from setting up a new company, utilising existing companies or working with other authorities. One key element of this type of approach is the share of risk, both service delivery risk and commercial risk.
- 3.3.2. An arm’s length company would have commercial freedom and can decide how it best operates to meet the commercial aspirations of its shareholders.
- 3.3.3. We have explored a number of potential avenues for this, including discussions with CORMAC Contracting Ltd (a company wholly owned by Cornwall County Council who provide highway services for a number of authorities) and NORSE Group.
- 3.3.4. NORSE have an aspiration to expand their public sector offer into the highways services market, and have proposed setting up a Partnership arrangement with the County Council. This would mean setting up a trading arm within NORSE and transferring the services to be carried out under the NORSE umbrella, underpinned by a Service Level Agreement (SLA).
- 3.3.5. There are a number of particular benefits from this approach with NORSE:
- Profit made from the Highways arrangement will be returned to NCC as part of our ownership of the NORSE Group. This will also include profit from any highways operation developed outside Norfolk.
 - A SLA would be developed between NCC and NORSE that would set out the level of service that is required by the Council, detailing:
 - the quality standard and specification, including metrics to demonstrate satisfactory delivery and details of any corrective action and redress if required;
 - the value of net saving that will be guaranteed annually and confirmation that this would be underwritten by NORSE. This profile is illustrated as per the table in paragraph 5.2.

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-
- Working arrangements and expectations between the NCC client function and NORSE Highways.
 - NORSE already have a significant number of contracts with many local authorities and so have a broad range of contacts and relationships in place. This geographic footprint provides the springboard to expand outside Norfolk.
 - Through such an arrangement NORSE will be able to access the technical and professional highways skills and experience, which they do not currently have within their business. Conversely, the highways service will be able to access the more commercial resource, systems, processes, marketing/branding and client contacts from NORSE, which we do not currently have access to.
 - There is scope to achieve additional efficiencies from the service, e.g. by being able to tap into the buying power of a large commercial entity and streamlined management arrangements.
 - Expanding the highways service into other areas of the country should help to make the Norfolk service more resilient. If we are able to increase volumes of work, there is scope to increase the number of specialist posts. There is also a challenge each year in securing sufficient resource for winter maintenance, and NORSE will enable access to a greater pool of this resource.
 - It enables the County Council to focus on being a strong client. The County Council would continue to be in control of the service through commissioning and monitoring. The County Council would continue to hold the budget and if there is an underspend then the County Council would hold this.
 - The NORSE Group is owned by the County Council, and so benefits via annual dividends from NORSE.

4. The recommended option

- 4.1. Based on the detailed work carried out, the option that it is considered will provide the greatest opportunities and benefits to the County Council is an arm's length company approach, under the NORSE umbrella. This also has the potential to offer increased job security and opportunities to existing staff.
- 4.2. During the last 8 months, officers have been working with staff from NORSE to develop a business case and to quantify the benefits from such a model. This level of analysis has provided NORSE with the confidence to underwrite the savings in excess of £0.5m per annum set out below.
- 4.3. It is recommended that we further progress the model with NORSE as the preferred approach, offering the benefits as per the detailed full business case, with a view to implementing the new model from 1 April 2019 (or as soon as possible after this date). Given the commercial nature of the business case, this document will remain confidential and not made public, but it has been included as an exempt item on the agenda for this meeting.
- 4.4. The establishment of a new trading entity within NORSE will require the approval of the Policy and Resources Committee, as would appointment of Directors to any associated Board. The Executive Director of Finance and

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Commercial Services would need to take a report to Policy and Resources Committee on these matters as necessary.

5. Financial Implications

- 5.1. There will be costs associated with setting up a new arrangement with NORSE, and these have been assessed within the business case.
- 5.2. It is anticipated that the proposal with NORSE will provide a range of savings. Assuming an implementation date of 1 April 2019, there are some savings that can be delivered from 2019/20. A net total annual (and ongoing) saving of over £500,000 is anticipated from 2022/23, with savings offered in the years preceding that as detailed below:

All values are at FY17/18

	Yr1 FY19/20	Yr2 FY20/21	Yr3 FY21/22	Yr4 FY22/23	Yr5 FY23/24
£K					
Business Analysis	88	88	88	88	88
Operational IT Systems	41	41	41	41	41
Gross Operational Efficiencies	-209	-370	-520	-640	-640
Net Saving	- 80	-241	-391	-511	-511

Operational Efficiencies identified by Norse comprise more efficient use of subcontractors and hired plant in operational areas, improved rates for casual staff, better works scheduling (enabled by the investment in improved IT systems) and improved working processes. These savings have been offset by the investment required which is also detailed in the table.

These savings would be guaranteed, and any dividend from the trading organisation will be over and above these figures.

- 5.3. Existing staff working in these services would be eligible to transfer to the new body under TUPE arrangements. There will be associated pension liabilities that are currently being worked through.
- 5.4. The only transfer of assets to NORSE under the proposed arrangements would be the operational small plant and tools and vehicles ('day fleet') needed for the daily operation of the highways services together with a limited volume of materials held as stock. All gritting vehicles (and winter grit) will remain the property of NCC. This will enable us to retain the flexibility and control to procure and deploy as required (although the gritting service would be delivered by NORSE operatives). All Fire and Rescue appliances and associated equipment will also continue to be the property of the County Council.
- 5.5. Property to be occupied by NORSE to enable the delivery of the services (ie highways depots and the laboratory) will be leased to NORSE at market rates. At the end of the partnership arrangements, the equivalent assets to those transferred will be returned to NCC in a comparable condition as at the start of the relationship.

6. Issues and risks

- 6.1. One of the most valuable elements of the existing highways service is that it can be flexible to respond to changing needs and priorities. It will be important to ensure that any new arrangement recognises the need to continue to deliver a flexible and responsive service. We need to agree an approach that retains the

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- ethos of public service going forward, delivering good quality work, on time, to local communities. Any arrangement would need to have a focus on working collaboratively to deliver services and not creating an unhelpful adversarial contract that could create additional work to resolve issues.
- 6.2. In addition, there will be a need to ensure that any arrangements for Fire and Rescue Fleet are appropriate and the client function for this element of service will be from within Fire and Rescue to ensure there can be strong oversight. There will be a specific service specification to set out the arrangements for Fire and Rescue to ensure that their requirements can be understood and delivered.
 - 6.3. NORSE have a number of Joint Venture/Partnership arrangements in place and have a tried and tested approach to the structure and governance of these that would enable us to demonstrate Teckal compliance. This is important as it means that we could commission work directly from NORSE without the need to go through a procurement exercise in the market, should we wish to do so.
 - 6.4. It will be necessary under the Teckal compliance to demonstrate that there will be no financial support from NCC. We will ensure that NORSE does not benefit from a subsidised service when competing with other providers for 3rd party work.
 - 6.5. We also need to ensure that any arrangement is beneficial for the County Council and does not present a risk that the service cost would increase. The development of the SLA that will underpin the relationship will consider this risk and others identified during the process.

Officer Contact

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Environment, Development and Transport Committee

Report title:	Transforming Cities – Update on Norwich being shortlisted for major transport funding
Date of meeting:	18 January 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services.
<p>Strategic impact</p> <p>In June 2018, the County Council, in partnership with Norwich City, Broadland District and South Norfolk councils, submitted a bid to the Department for Transport (DfT) for a share of the Transforming Cities Fund (TCF). The basis of the bid was the delivery of a high-quality, integrated transport network for the Greater Norwich area.</p> <p>We have been shortlisted as one of 12 city areas to be eligible for a share of £1.2bn funding. We will now work closely with the DfT to develop business cases for a range of projects to take forward in the period up to 2022/23.</p>	

Executive summary

Following our successful shortlisting for the TCF, consideration has been given to the appropriate project governance that needs to be in place to oversee and deliver a funding package of this scale. A proposed governance arrangement is presented in this paper.

The DfT has made available an initial allocation (Tranche 1) of £60m for the delivery of transport schemes in 2019/20 that all 12 city areas can access through a competitive submission of business cases. These business cases needed to be submitted by 4 January 2019 and this paper outlines the schemes put forward to deliver the strategic objectives identified in our bid. Award of funding will be made on a scheme-by-scheme basis, with this being known in Feb/Mar 2019.

To access the main wave of funding (Tranche 2), further business cases will need to be submitted to DfT in the Summer 2019. This paper outlines the emerging schemes that are likely to be included in that submission and key issues that will need to be considered for such schemes to be taken forwards.

The Transport for Norwich (TfN) Strategy is currently under review and a strategic direction for the strategy is proposed to shape the development of schemes funded through the TCF.

Recommendations:

Members are recommended to:

1. **Note the current position regarding Norwich being one of 12 cities shortlisted for major transport funding through the TCF**
2. **Agree to the proposed governance arrangements**
3. **Note the schemes being presented for Tranche 1 funding**
4. **Agree the issues to address through Tranche 2 funding**
5. **Agree the guiding principles and delivery themes derived from reviewing the existing transport strategy for Norwich to support the TCF**

1. **Proposal (or options)**

- 1.1. Applications to the TCF were sought from city areas with a workday population of more than 200,000. For this reason, the County Council application was based on a partnership between Norfolk, Norwich, Broadland District and South Norfolk councils, representing a city region with a workday population in excess of 280,000.
- 1.2. The TCF offers a significant funding opportunity for continued delivery of the Transport for Norwich (TfN) programme. The County Council is the lead authority for delivery of the TCF.
- 1.3. An initial meeting was held with representatives from DfT on 2 November 2018. This highlighted the following:
 - The Norfolk bid was considered to be very strong and one of the best submitted;
 - It was emphasised by DfT that improvements to walking and cycling should also be prioritised in our scheme delivery, in addition to the public transport proposals outlined;
 - An additional £50k has been made available to Norfolk for the purposes of preparing initial business cases and getting a team together;
 - No funding other than the £50k initial allocation has yet been secured by Norfolk. Additional funding is subject to a competitive process following submission of business cases by shortlisted cities.

Governance

- 1.4. It is important to note that there will be schemes funded through the TCF that will cross multiple local authority administrative boundaries. An example of this would be a scheme to provide bus priority along a cross-city transport corridor, which will affect Broadland, Norwich and South Norfolk, where the success of the corridor as a whole will be based around works being delivered along the entire length and not just in one area. For this reason, it is important that the governance put in place acknowledges this.
- 1.5. The following key principles need to be met in terms of the governance taken forward:
 - Governance needs to be applied consistently, irrespective of whether schemes are being delivered in Norwich, Broadland or South Norfolk (within the Greater Norwich area);
 - Governance needs to cover the full range of schemes being delivered, from minor Traffic Regulation Order (TRO) requirements affecting a small area, through to major schemes affecting a wider area;
 - Governance needs to consider strategic issues regarding the high level outcomes sought from a scheme, as well as local issues that will need to be overcome to enable these outcomes to be delivered;
 - Governance needs to be transparent, with suitable opportunity for the views of the public and stakeholders to be presented and demonstrated to be considered in the decision making process.
- 1.6. The following outlines the proposed governance arrangements for the delivery of

schemes funded through the TCF.

TfN Project Board

- 1.7. It is proposed to utilise the existing (TfN) Project Board to oversee the delivery of the Transforming Cities project. This is currently chaired by Tom McCabe and has representation from Norwich City, Broadland District and South Norfolk councils. The role of the TfN Project Board is to monitor and oversee the delivery of the TfN Programme, ensuring opportunities to develop the TfN Programme are taken in the context of the wider strategic development of the area.

TfN Member Group

- 1.8. It is proposed that a new TfN Member Group is established with representation from all three District Councils and the County Council to provide a detailed oversight to the delivery of TCF schemes. Membership of the TfN Member Group would be (3 County / 1 City / 1 Broadland / 1 South Norfolk) – Chair and casting vote being with the County.
- 1.9. The TfN Member Group would report recommendations on scheme delivery to the EDT Committee, where decisions would be made. Meetings of the TfN Member Group would be held to a timetable that aligns with the EDT Committee and successor Cabinet arrangements. Urgent decisions that cannot wait for the EDT Committee cycle will be made via agreed urgency arrangements.
- 1.10. Terms of Reference would be agreed at the inaugural meeting of the TfN Member Group.

Stakeholder Group

- 1.11. It is proposed that a Stakeholder Group is set up with membership that would include, but would not be limited to, the following: Norwich Business Improvement District (BID), New Anglia Local Enterprise Partnership (LEP), Chamber of Commerce, University of East Anglia, Norwich Research Park, Norfolk and Norwich University Hospital, City College, transport providers, Norwich International Airport, Norwich Cycle Campaign, Norfolk Car Club, Liftshare, and emergency services representation.
- 1.12. Terms of Reference would be agreed at the inaugural meeting of this Group.

Officer Working Group

- 1.13. There is a TfN Officer Working Group already established and it is proposed that this remains in place and is used to oversee the delivery of schemes funded through the Transforming Cities Fund.

Tranche 1 Funded Schemes

- 1.14. Consideration was given to the most appropriate schemes to be included as 'early win' schemes eligible to apply for Tranche 1 funding that could be delivered within 2019/20. This application was made to DfT by 4 January 2019.

1.15. A summary of the schemes is outlined in **Table 1** below.

Table 1: Tranche 1 applications

Scheme Name	Description	Scheme Cost (£m)	Funding Sought (£m)
Prince of Wales Road	Pedestrian, cycle and highway improvement works on Prince of Wales Road, London Street and Bank Plain	3.330	2.324
Blue pedalway – Hethersett section	Provision of an additional section of off-highway cycle path in Hethersett, as well as junction improvement works	1.135	0.977
Green pedalway – St Williams Way / Ring Road section	Cycle, pedestrian and highway improvements	0.900	0.839
Broadland Growth Triangle – Plumstead Road roundabout	New roundabout junction on Plumstead Road to deliver growth	1.500	1.100
Norwich Bike Share	Provision of a new cycle share scheme in Norwich	0.800	0.715
Share SMART initiative	Delivery of a car-sharing campaign to increase the number of people sharing car journeys	0.207	0.157
Norwich Bus Station improvements	Improvements to Norwich Bus Station and how travel information is made available to passengers	0.995	0.808
Dereham Road pedestrian access improvements	Heigham Street / Mile Cross Road and Dereham Road / Bowthorpe Road 20mph zone	0.500	0.460

Tranche 2 Funded Schemes

- 1.16. Guidance for the submission of Tranche 2 funded schemes has not yet been released but it is envisaged that business case submissions will need to be made during Summer 2019. Based on the guidance for Tranche 1, we would expect there to be a requirement for a local funding commitment to support the schemes.
- 1.17. At the current time, and in the absence of further guidance, it is not possible to confirm the exact schemes that will form the Tranche 2 business cases. However, the following key deliverables were outlined in our application:
- Improvements along three principal transport corridors; Airport to Broadland Business Park, Wymondham to Sprowston and Easton to Rackheath
 - Quicker journeys by cleaner vehicles serving the Norwich Research Park, University of East Anglia and the hospital, making use of a route crossing the River Yare
 - More frequent bus services that are better co-ordinated between operators, with more evening services
 - Improvements to public transport ticketing
 - Improvements to walking and cycling networks to support the delivery of enhanced public transport
 - Improvements to public transport, walking, cycling and general highway capacity in the Longwater area
 - More direct and quicker public transport routes from the Broadland Growth Triangle, the UK's largest urban extension
 - Providing much needed additional bus stop capacity in the city centre, better connecting the train and bus stations and providing extra inner ring road junction capacity
 - Providing fully accessible hubs that provide a range of facilities, which could include seating, lighting, real time and disruption travel information, wifi and mobile phone charging, cycle parking, electric vehicle charging, retail opportunities and car club vehicles
- 1.18. Work is ongoing to develop the schemes required to deliver the outcomes above. Consideration will need to be given the following:
- Prioritisation of modes in specific locations, particularly buses
 - Interactions between different transport networks
 - Impacts on-street parking can have on the efficient operation of the transport network in certain locations
 - Opportunities presented in the Bus Services Act 2017, particularly regarding new partnership arrangements between local authorities and bus operators
 - Role of Park & Ride
 - Impact of new technologies
 - Requirement to maintain new infrastructure / technologies into the future

TfN Strategy Review

- 1.19. The Transport for Norwich (TfN) Strategy is currently under review to shape the

development of schemes funded through the TCF.

- 1.20. From the outcomes of public consultation earlier in 2018, as well as a review of existing background evidence, problems and issues, three Guiding Principles and three Delivery Themes have been identified. These define what the strategy is trying to do, its areas of emphasis and provides a direction to the ongoing development of the strategy, its policies and implementation plan.
- 1.21. The emerging Guiding Principles and Delivery Themes are outlined below.

Guiding Principles

Strengthening Norwich as the regional capital

- Enhancing the health and vitality of the city.

Access for all

- A transport system that gets people where they need to go.

Keeping people on the move

- Reducing congestion and making journeys reliable.

Delivery Themes

Balancing the needs of the city and its users

- Identify priority areas for different users to inform network improvements.
- Take account of the competing travel needs of residents, businesses and others.

Collaborating to provide cost-effective and efficient transport

- Build strong partnerships with transport service providers.
- Develop opportunities for private sector investment.
- Share responsibility for positive change.

Embracing new technology

- Encourage and trial new means of travel.
- Inform people's travel choices.
- Optimise and evolve our existing network.

2. Evidence

- 2.1. The governance arrangements proposed in this paper reflect existing arrangements and lessons learnt from delivering other major projects, such as the Broadland Northway, 3rd River Crossing and Norwich Western Link.
- 2.2. The Tranche 1 schemes that have been submitted are those that add value to existing or recent improvement works, have already been subject to appropriate design and consideration and meet the requirement to be deliverable within a short timeframe (19/20).
- 2.3. The Tranche 2 schemes are not yet defined. These will be worked up into appropriate business case submissions for Summer 2019 following the governance arrangements presented in this paper.
- 2.4. The TfN Strategy Review was already underway prior to the TCF opportunity coming along. The key transport priorities that public consultation highlighted were investment in public transport, measures to tackle congestion, maintenance of existing infrastructure and reducing the impact transport has on air quality.

These priorities are being incorporated into the TfN Strategy Review and are consistent with the outcomes sought from the TCF.

3. Financial Implications

- 3.1. Initially, an allocation of £840m was set aside for the ten shortlisted city regions. Following the Autumn Budget in October, an additional £440m was added to the competitive fund, an additional two cities were added and the timescales for delivery were extended into a fifth year to include 2022/23. In addition, the Autumn Budget announced a £90m Future of Mobility fund that is only open to shortlisted city regions.
- 3.2. An initial allocation of £50k has been made available to each shortlisted city. We are using this to set up a project team and undertake initial business case preparation.
- 3.3. As recommended elsewhere on this agenda, an allocation of £700k from the LTP Integrated Transport Fund has been made to enable the development of appropriate feasibility studies, scheme development and delivery and business case preparation for Tranche 2 bidding.
- 3.4. An initial fund of £60m is being set aside by DfT for 18/19 to deliver transport schemes that are at an advanced stage of development and are essentially 'ready to go' for delivery in 19/20. Access to this fund will be through a competitive process following submission of business cases by shortlisted cities.
- 3.5. The TCF guidance for Tranche 1 sets out that the DfT wishes to see local commitment to the proposed scheme, therefore all proposals must include a local funding contribution towards the overall scheme costs of the measures put forward. In developing the proposed schemes, we have looked to identify available match funding.
- 3.6. We would expect the requirement for a local funding contribution to also be reflected in the Tranche 2 funding guidance released early 2019.
- 3.7. Project costs and programme updates will be provided to the Member Working Group and the Project Board.

4. Issues, risks and innovation

- 4.1. Robust risk management arrangements are in place for this project. Foreseeable significant risks have been recorded and assessed for their potential impacts and how they can be mitigated. This is an ongoing process as the scheme develops whereby any new risks are considered and evolution and mitigation of existing risks is managed and reported to the Project Board and the Member Working Group.

5. Background

- 5.1. The application made to the Transforming Cities Fund can be found on the following [link](#).

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Environment, Development and Transport Committee

Report title:	Review of Norwich Highways Agency Agreement
Date of meeting:	18 January 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact Norfolk County Council (NCC) and Norwich City Council have arrangements in place for the discharge of various highway and traffic functions by the City Council on behalf of the County Council. These arrangements are covered by the Highways Agency Agreement. This report outlines a review of the performance of the Highways Agency Agreement and details how this should evolve in future.	

Executive summary

There are two major elements to the delivery of highways related activities in the City - the Highways Agency Agreement and the delivery of the Transport for Norwich (TfN) programme of transport schemes. The Agency Agreement covers the day-to-day delivery of highway functions and services, whereas the TfN programme is the wider delivery of strategic transport schemes outlined in the NATS Implementation Plan (now called TfN), which was adopted by the County Council in April 2010.

The current Highways Agency Agreement is dated 19 September 2014, and was due to expire on 31 March 2019. This time last year, the agreement was extended by twelve months, to enable a more detailed review to be undertaken, along with the identification of financial savings going forward. Therefore, the current agreement is due to expire on 31 March 2020.

The agreement states that either party must give 12 months notice to terminate the Agreement, and if by 1 April 2019 neither party has given notice, the Agreement will automatically be renewed for a period of 5 years from 1 April 2020.

Any decision to terminate the Highways Agency Agreement would need to consider the necessary transfer of staff from the City to the County Council under the TUPE arrangements that are set out in the Agreement.

Recommendations:

Members are recommended to:

- 1. Discuss the details of this review of the Norwich Highways Agency Agreement;**
- 2. Decide whether the County Council wishes to enter into another Agency Agreement period, and if so, the duration of that agreement. The alternative would be for the County Council to deliver all functions covered by the existing agreement.**

1. Proposal

- 1.1. Norfolk County Council (NCC) and Norwich City Council have arrangements in place for the discharge of various highway and traffic functions by the City Council on behalf of the County Council. These arrangements are covered by the Highways Agency Agreement.
- 1.2. The decision on whether to carry on with the Highways Agency Agreement between the County Council and City Council is a finely balanced decision. There are advantages and disadvantages for both options considered in this report, as detailed below. All options considered achieve revenue budget savings, although the timing on the delivery of these and the risks associated with them vary.
- 1.3. Officers have considered the following options:
 - **Option A:** Give 12 months' notice to terminate the existing agreement so that the County Council delivers all the remaining highway and traffic functions that are currently delegated to the City Council. This would be effective from 1 April 2020.
 - **Option B:** Renew the Agency Agreement for five years, based on the current agreement but reviewed in line with current best practice from across the industry. This agreement would run from 1 April 2020 to 31 March 2025.

2. Evidence

- 2.1. The Highways Agency Agreement was subjected to reviews in 2010, 2013 and 2017. The overall conclusions in 2010 and 2013 was that the arrangement should continue but with regular reviews and improvements as appropriate. In 2017, it was concluded that the agreement should be extended by twelve months to allow a more detailed review to be completed and to identify possible enhancements and efficiencies which could result in a revenue saving to NCC.
- 2.2. Staff from both the County and City Councils, who work day-to-day on the delivery of the Highways Agency Agreement, have worked closely together over the past year to review the current arrangements and identify where potential savings could be realised. Particular emphasis has been placed on:
 - how effective the working arrangements are between both Councils in terms of delivering the outcomes to residents and stakeholders;
 - the costs of managing and delivering the Agreement.
- 2.3. It is worth highlighting that at the current time, not all highways functions are delivered by the City Council. There are some areas where due to the required specialisms, it is not cost effective for the City Council to delivery these functions. Over time, a number of services have been transferred back to be delivered by County Officers. The latest such event was the transfer of Highway Design staff in summer 2018, as it was not cost effective for the City Council to both recruit, train and retain a specialist Highway Design team. The table below highlights the current split within Highways services.

Work type	Who delivers?
Bridges	County
Traffic signals	County
Potholes	City using County Roadworkers /

	Tarmac
Streetlights	Both – separate assets owned by both City and County
Highway Maintenance – capital, including surface dressing and resurfacing schemes	Both
Highway Maintenance - routine	City using County Roadworkers / Tarmac
Highway Improvements - policy / strategy	City, but both for TfN schemes etc
Highway Improvements & Maintenance – design	County (recently transferred from City)
Streetworks / Permitting	City
Winter - Client side	Both
Winter – Delivery	County
Trees on Highway	City
Highways customer queries	City
Highways Member queries	Both
Highways MP queries	Both
Civil Parking Enforcement	City
Development Control	City

As can be seen from the table above, there are a number of interdependencies between City and County teams. The existing arrangements work well as the teams work very closely together, however, it can also be seen that for customers and staff outside of Highways, it can be confusing to know which organisation to speak to about which particular issue.

2.4. In summer 2018, Grant Thornton undertook a detailed audit on whether the existing City Agency agreement provided value for money. The main findings of this audit were:

- Areas of strength around the Agreement include the strong working relationship which has been built between the two authorities, and the benefits that this has brought both in terms of the Agreement and other related linkages including external funding success.
- The Norwich Joint Highways Agency Committee (NJHAC), which oversees the running of the Agreement, provides a clear decision-making process for decisions made in the area. This helps provide an audit trail should any of these decisions be challenged.
- The Annual Report on the delivery of the Agreement, provided to NHJAC, ensures that all of the relevant stakeholders are clear on the output of the Agreement over the course of a year.
- Areas where, in any future agreement, further clarity and precision would help strengthen the Governance and Value for Money arrangements around the Agreement, include:

i). The Agreement itself is largely unchanged from the initial Agreement that was issued back in the 1970's following the re-organisation of Local Government functions. Given the time which has passed since then it would be beneficial for both parties to review and update the Agreement so it remains fit-for-purpose for the 21st Century.

ii). The Agency Fee element of the Agreement has continued to increase over the past four years despite changes in the services covered by it, which should also be reviewed as part of the review of the Agreement.

iii). Since the early months of the current Agreement, there has been very little formal performance monitoring being undertaken by either side of the Agreement. This area should be developed to give both organisations a clear understanding of the Value for Money of the Agreement.

- 2.5. As explained in Section 1, two main options have been considered. These are explained in detail below.
- 2.6. **Option A** is to terminate the Agency Agreement and bring all functions back in house. This would bring clarity as all the functions outlined in the table in 2.3 would be delivered by County Council teams. It would increase resilience and also foster greater consistency between the existing functions delivered by the County Council Highways teams, including the Area Offices and other client teams. There is also the potential to remove some areas of duplication such as the double handing of some customer queries, HR, Finance etc. Although it is expected that there will be cost savings once the transfer is complete, there will also be set up costs and risks. The cost savings are based on replicating the existing West Area Highways team model for delivery. Set up costs and risks include staff TUPE, office accommodation (ideally the staff would be split between County Hall and the Ketteringham Highways depot) and a significant risk around trees. The City have a far higher number of Highway Trees than the County, the maintenance of which is currently part-subsidised by City Council funds.
- 2.7. To clarify, **Option A** would give 12 months' notice to terminate the existing agreement, so that the County Council would deliver all the remaining highway and traffic functions that are currently delegated to the City Council. Subject to all HR, legal and financial issues being resolved, this would be effective from 1 April 2020.
- 2.8. **Option B** is to renew the Agency Agreement for five years, based on the current agreement but reviewed in line with current best practice from within the industry. This agreement would run from 1 April 2020 to 31 March 2025. This is the continuity option which continues with the close working relationship between City Council and County Council officers with delivery of the City Agency function the same as it is today, but with a greater focus on delivering revenue savings, as detailed in section 3 below. The split of functions would be the same as in Table 2.3.
- 2.9. As a result of the Grant Thornton audit and in line with the joint City / Council Officers review, proposals have been identified to reduce the costs of the current Agency Agreement arrangements outlined in **Option B**. These are dependent on external funding bids being successful, including the Housing Infrastructure Fund (HIF) and Transforming Cities bids. More detail of the financial implications of this proposal is detailed in Section 3 of this report.

3. Financial Implications

Current arrangements

- 3.1. The current Highways Agency Agreement consists of payments made to the City Council for works and functions delivered, as well as income generated by these activities. Any surplus income over and above that required to deliver works is payable to the County Council. This is then used to support the delivery of highways activities in the Norwich area.
- 3.2. Payments made to the City Council are summarised in the table below.

Payment in 2018/19	Amount
Annual City Agency Fee	£615,433
City Streetworks Permit Scheme	£52,852
City Structural Maintenance Fee (revenue)	£108,000
Winter Maintenance	tbc – being managed on staff recharge basis in 2018/19
TOTAL	£776,285

- 3.3. Payments are subject to annual index linking as calculated by the Executive Director of Finance and Commercial Services at the County Council.
- 3.4. The Annual City Agency Fee makes up the largest element of cost required to deliver the Highways Agency Agreement and covers a wide range of activities, ranging from highway inspections to network management and handling requests from the public for new highway schemes. To deliver this element of the Agreement, the City Council allocates the equivalent of **14.7** Full Time Equivalent (FTE) staff members. The allocation of this is outlined in the table below.

Role	FTE
Highway enquiries and inspections	5.7
Streetworks / network management	4.9
Traffic advice, enquiries and request for service	4.1
TOTAL	14.7

- 3.5. Staff at the County Council work closely with the City Council on many of the activities outlined above but not to the extent that there is duplication of service delivery. The City Council performs the lead or first contact role in these activities.
- 3.6. Income received from the City Council can be broken down into the following categories:
- Permits from items in the highways (such as scaffolding and skips). This is in the region of £10,000 net income per annum. This has been retained by the City Council in previous years.
 - Any surplus generated from delivering Civil Parking Enforcement (CPE) activities and the enforcement of bus lanes. Income varies year on year, depending on the level of infringements, new-hardware requirements etc.

The surplus is then transferred to the County Council for spending on highways and transport measures within the Norwich area.

- Advertising income from roundabout sponsorship etc. This has been retained by the City Council in previous years.

3.7. It should be highlighted that the figures quoted in 3.2 already reflect a £48,000 in year saving due to the removal of the winter maintenance allocation and a small reduction in the annual fee. This will be reduced by the actual staff recharge relating to winter at the end of the season, but demonstrates the ongoing partnership work between City and County Officers with regards to positively responding to the financial challenges.

3.8. **Proposed Options**

The two suggested options for the future of the City Agency Agreement are:

- **Option A:** Give 12 months' notice to terminate the existing agreement and from 1 April 2020 all remaining highway and traffic functions are delivered by the County Council;
- **Option B:** renew the Agency Agreement for a further five years, based on the current agreement but reviewed in line with current best practice from within the industry. This agreement would run from 1 April 2020 to 31 March 2025.

3.9. **Option A** would bring clarity to all functions as the County Council would be responsible for all areas of highway and transportation in Norwich. This option would provide improved resilience and improve consistency between City and County areas. It should be highlighted that, in line with other District and Borough Councils in Norfolk, the City Council would still be responsible for all matters related to off street car parking. The arrangements for on street parking enforcement would need to be reviewed with the countywide parking review work currently being developed.

3.10. With **Option A**, it is anticipated that there will be cost savings of between £50,000 to £75,000 per year. This is based on the current West Area Highways team model being replicated. There will also be set up costs and risks. These include staff TUPE arrangements, finding office accommodation and a significant risk around trees. The City have a high number of trees on Highway land, the maintenance of which is currently subsidised by City Council funds. The previous Highway licence status of these trees would need to be researched further.

3.11. **Option B** continues the status quo and renew the Agency Agreement for five years, based on the current agreement but updated to reflect current best practice from within the industry. This agreement would run from 1 April 2020 to 31 March 2025. This is the continuity option which continues with the close working relationship between City Council and County Council officers with delivery of the City Agency function the same as it is today, but with a greater focus on delivering revenue savings.

3.12. Officers have identified that revenue savings of £110,000 can be achieved from the current annual agency fee through part capitalisation. This will come predominantly from the transport planning element as a result of the changes in working practices around the development of highway improvement programmes. In recent years, with the reduction in the LTP improvements budget, the scope for the City Council identifying and administering their own

transport improvement programme using LTP investment has declined and the City Council now works very closely with the Transport for Norwich team to secure investment from outside sources. The City Council have been awarded over £13m of cycle ambition funding in the last 5 years from the Department for Transport, which alongside the £11.175m funding from the LEP has driven the Transport for Norwich programme. Looking forward to the next 4-5 years, the exciting opportunity afforded by these successful bids to get the Greater Norwich area awarded Transforming Cities status means that majority of work that was previously undertaken through the agency transport planning fee can be capitalised to the Transforming Cities fund.

- 3.13. In addition, there are savings which can be made to the highways element of the lump sum fee by ensuring that fees are capitalised wherever possible; this is particularly relevant to staff in the Streetworks team who will be helping with the development and co-ordination of Transforming Cities schemes. Therefore, overall **Option B** would result in the annual Agency Fee reducing down from its current total level of £776,285 to around £660,000.
- 3.14. It should also be noted that some of the proposed savings under Option B would also be possible under Option A. However, as these costs are currently managed by the City Council, the exact amount is not currently known.

4. Issues, risks and innovation

- 4.1. When making any decision related to the future of the Highways Agency Agreement, it is important to note that this Agreement and the delivery of the Transport for Norwich (TfN) programme of transport schemes are separate entities. The Highways Agency Agreement is focused around the day-to-day delivery of highway functions, whereas the TfN programme is the delivery of strategic transport schemes outlined. For example, removal of through traffic from St Stephens Street in Norwich is linked to delivery of the TfN Implementation Plan and is not as a result of having a Highways Agency Agreement in place.
- 4.2. Risks have been highlighted within the two options contained within this report. Given the significant change, Option A represents the highest risk option which will require careful management. Option B represents a lower risk option as it is a continuation of the status quo (although resilience is an area of risk).
- 4.3. In light of the above information, the decision on whether to carry on with the Highways Agency Agreement between the County Council and City Council is a finely balanced decision. There are advantages and disadvantages for the options considered in this report. All options considered achieve revenue budget savings, although the timing on the delivery of these and the risks associated them vary.

5. Background

- 5.1. The following papers provide background to the Norwich City Agency:

[1 March 2010 Cabinet – paper on Norwich City Highways Agency Review](#)

[19 Jan 2018 EDT committee – Review of the Norwich Highways Agency Agreement](#)

Officer Contact

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Environment, Transport and Development Committee

Report title:	Strategic and Financial Planning 2019-20 to 2021-22 and Revenue Budget 2019-20
Date of meeting:	18 January 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact	
<p>The proposals in this report will inform Norfolk County Council's decisions on council tax and contribute to the Council setting a legal budget for 2019-20 which sees its total resources targeted at meeting the needs of residents. Budget planning has been undertaken in the context of the Council's overarching Vision and Strategy.</p> <p>The information in this report is intended to enable the Committee to take a considered view of all the relevant issues in order to agree budget proposals for 2019-20 and the Medium Term Financial Strategy to 2021-22, and make recommendations on these to the Policy and Resources Committee. Policy and Resources will then consider how the proposals from Service Committees contribute to delivering an overall balanced budget position on 28 January 2019 before the Full Council meets 11 February to agree the final budget and level of council tax for 2019-20.</p>	

Executive summary

This report forms part of the strategic and financial planning framework for Service Committees and provides an overview of the financial issues for the Council, including the latest details of the Autumn Budget 2018 and the provisional Local Government Finance Settlement for 2019-20. It summarises this Committee's saving proposals for 2019-20, identified budget pressures and funding changes, and sets out the proposed cash-limited revenue budget as a result of these. The report also provides details of the proposed capital programme for 2019-20 to 2021-22.

In order to inform decision making, details of the outcomes of rural and equality impact assessments of the 2019-20 Budget proposals are set out in the paper, alongside the findings of public consultation in respect of specific savings proposals, where they are relevant to the Committee.

Policy and Resources Committee works with Service Committees to coordinate the budget-setting process, advising on the overall planning context for the Council. Service Committees review and advise on the budget proposals for their individual service areas. The report therefore provides an update on the Service Committee's detailed planning to feed into the final stages of the Council's budget process for 2019-20. The County Council is due to agree its budget for 2019-20, and Medium Term Financial Strategy to 2021-22, on 11 February 2019.

EDT Committee is recommended to:

- 1) Consider the content of this report and the continuing progress of change and transformation of EDT services;**

- 2) Consider and agree the service-specific budgeting issues for 2019-20 as set out in section 5;
 - 3) Consider and comment on the Committee's specific budget proposals for 2019-20 to 2021-22;
 - 4) Consider the findings of equality and rural impact assessments, attached at Appendix 1 to this report, and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
 - 5) Consider and agree any mitigating actions proposed in the equality and rural impact assessments;
 - 6) Consider the advice of the Executive Director of Finance and Commercial Services, and recommend to Policy and Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2019-20, within the council tax referendum limit of 3.00% for the year;
 - 7) Agree and recommend to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 2:
 - a. including all of the savings for 2019-20 to 2021-22 as set out. *Or*
 - b. removing any savings unacceptable to the Committee and replacing them with alternative savings proposals deliverable in 2019-20 and within the Committee's remit.
- For consideration by Policy and Resources Committee on 28 January 2019, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 11 February 2019.
- 8) Agree and recommend the Capital Programme and schemes relevant to this Committee as set out in Appendix 3 to Policy and Resources Committee for consideration on 28 January 2019, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 11 February 2019.

1. Introduction

- 1.1. The Council's approach to medium term service and financial planning is based on the preparation of a rolling Medium Term Financial Strategy, with an annual budget agreed each year. The County Council agreed the 2018-19 Budget and Medium Term Financial Strategy (MTFS) to 2022 at its meeting 12 February 2018, at the same time as it agreed a new Strategy for the County Council, Norfolk Futures.
- 1.2. The Council has a robust and well-established framework for strategic and financial planning which updates the MTFS position through the year to provide

Members with the latest available financial forecasts to inform wider budget setting work across the organisation.

- 1.3. Norfolk County Council is due to agree its new Budget and Medium Term Financial Strategy for 2019-20 to 2021-22 on 11 February 2019. In support, this paper sets out the latest information on the provisional Local Government Finance Settlement and the financial and planning context for the County Council for 2019-20 to 2021-22. It summarises the Committee's pressures, changes and savings proposals for 2019-20, the proposed cash limit revenue budget based on all current proposals and identified pressures, and the proposed capital programme.

2. County Council Strategy and Norfolk Futures

- 2.1 Caring for our County, the vision for Norfolk, was approved by members in February 2018 and outlines the Council's commitment to:

- Building communities of which we can be proud
- Installing infrastructure first
- Building new homes to help young people get on the housing ladder
- Developing the skills of our people through training and apprenticeships
- Nurturing our growing digital economy
- Making the most of our heritage, culture and environment

- 2.2 The Council's Strategy for 2018-2021 – Norfolk Futures – was approved at the same time. It focuses our transformation plan on priority areas of Council work, delivering in a context where demand for our services is driven both by demographics and social trends, and when increasingly complex and more expensive forms of provision are becoming prevalent.

- 2.3 Norfolk Futures is guided by four core principles that will frame the transformation we will lead across all our work:

- Offering our help early to prevent and reduce demand for specialist services
- Joining up work so that similar activities are easily accessible, done once and done well
- Being business like and making the best use of digital technology to ensure value for money, and
- Using evidence and data to target our work where it can make the most difference.

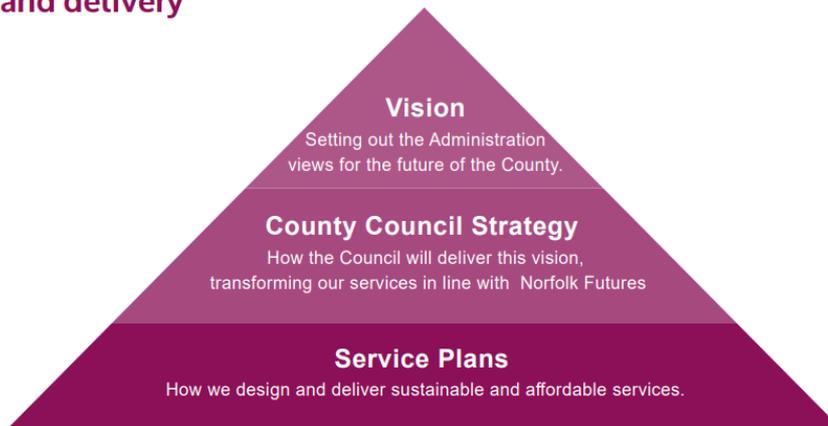
- 2.4 These four principles continue to underpin, inform and test everything that we do as an organisation.

- 2.5 The integrated transformation programme is also well underway and starting to deliver change across our critical priorities.

- 2.6 Each of the Service Committees has produced a 3 year forward plan setting out what will be delivered over the next 3 years within the resources available. These in turn are operationalised through annual Plans on a Page setting out aims and measurable objectives for each service area.

- 2.7 The alignment of our vision, to our strategy and to our service planning is shown below.

Service planning and delivery



How the Vision, Strategy and Service plans align

Figure 1 - Service Planning and Delivery Framework from The Council's Strategy 2018-2021

3. Strategic financial context

- 3.1. 2019-20 represents the final year of the four-year funding allocations for 2016-17 to 2019-20. These allocations have provided the Council with a degree of certainty about core elements of funding over the period, and only minimal changes to the funding in scope of the certainty offer have been made. Nonetheless, allocations still have to be confirmed annually in the Local Government Finance Settlement. The end of the four-year settlement combined with uncertainty about the outcomes of the Comprehensive Spending Review (CSR), Fair Funding Review (FFR), and 75% Business Rates Retention Scheme (BRRS) means that the Council faces a very significant level of uncertainty about funding levels after 2019-20.
- 3.2. The Chancellor of the Exchequer, Philip Hammond, announced the **Autumn Budget 2018** on Monday 29 October 2018. The Chancellor stated that the Budget was based on planning for all eventualities in relation to the UK leaving the EU, but that in the event of material changes to economic or fiscal forecasts, there remained the possibility of upgrading the Spring Statement to a full Budget if required. In contrast to recent Budgets, there were a number of announcements with implications for Local Government. Significantly for the 2019-20 Budget planning, this included additional funding for social care in 2019-20 worth £11.317m in total for Norfolk County Council broken down as follows:
- £4.179m Winter Pressures Grant (to be pooled into the Better Care Fund via the iBCF and reported on accordingly in 2019-20. Government will confirm reporting requirements relating to the 2018-19 allocation separately).
 - £7.139m Social Care Support Grant (MHCLG advises that “where necessary” this should be used “to ensure that adult social care pressures do not create additional demand on the NHS” and to improve the social care offer for older people, people with disabilities and children. However, it is not ring-fenced, and there is no requirement for a specific adult or children’s share).

3.3. Further details of the Autumn Budget can be found in the November 2018 report to Policy and Resources Committee.

3.4. The **Provisional Local Government Finance Settlement 2019-20** was announced by the Secretary of State for Housing, Communities and Local Government, James Brokenshire, on 13 December 2018. The full details of the announcement can be found [here](#)¹ and the Secretary of State's statement to parliament [here](#)². Funding allocations arising from the Autumn Budget were confirmed. The following announcements were made as part of the Provisional Settlement:

- Norfolk's application to become a 75% Business Rates Retention Pilot in 2019-20 was successful. This is forecast to deliver a benefit of almost £8m to Norfolk as a whole and £3.9m for Norfolk County Council individually. The financial benefits of a pilot are likely to arise in 2020-21.
 - Norfolk County Council's Settlement Funding Assessment has been confirmed as £191.233m for 2019-20 (compared with £207.151m 2018-19). Funding allocations are broadly in line with the four-year certainty offer previously announced, however this funding will now be delivered via the Business Rates Pilot. In overall terms, the Provisional Settlement indicates a cash change in the County Council's core spending power of 2.6% between 2018-19 and 2019-20. This includes Government assumptions about local decisions to raise council tax and is slightly below the national cash increase of 2.8%.
 - Additional Rural Services Delivery Grant is to be provided in 2019-20 to maintain the allocation at the same level as 2018-19. This means an additional £0.786m for the County Council, which will also be delivered through the Pilot.
 - £20m is being provided nationally to maintain the New Homes Bonus baseline at 0.4%. This will mean a lower reduction in New Homes Bonus allocations than previously assumed, providing £0.183m.
 - The Secretary of State announced plans to distribute increased growth in business rates income which has generated a surplus in the business rates levy account in 2018-19. For Norfolk this amounts to £2.340m. 2018-19 is the first year this account has been in surplus and as a result £180m is being distributed to councils. This is not technically "new money" but funding as a result of growth nationally in business rates. It has not previously been included in budget planning as councils do not know the overall position until Government announces it. Funding is due to be paid by Section 31 grant in 2018-19, but is anticipated to be available to support the 2019-20 Budget.
 - The Government also confirmed the intention to fund the issue of "negative RSG" through forgone business rates. Norfolk County Council is not in a negative RSG position and so does not benefit from this decision.
- 3.5. In respect of **council tax**, the provisional thresholds for a council tax referendum have been announced as 3.0% for the general element of council tax with discretion for a further 2% to be raised for the adult social care precept (subject to a maximum adult social care precept increase of 8% in the period 2016-17 to 2019-20). The County Council's planning assumes an increase of 2.99% in general council tax. The Council has previously taken decisions to raise the full

¹ <https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2019-to-2020>

² <https://www.gov.uk/government/speeches/provisional-local-government-finance-settlement-2019-to-2020-statement>

adult social care precept across the period 2016-17 to 2018-19 and as such there can be no increase in the adult social care precept in 2019-20 and it will therefore continue at the same level as in 2018-19 (£96.05 for a Band D property). A 2.99% increase in council tax is forecast to raise approximately £11.635m. This contributes to closing the forecast 2019-20 budget gap and mitigating the gap in future years. A council tax increase of 2.99% therefore enables a substantially more robust budget for 2019-20 and reduces risks for the council over the Medium Term Financial Strategy period.

- 3.6. Alongside the usual consultation on the Provisional Settlement, the Secretary of State announced two further consultations on reforms to the business rates retention system, and the new approach to distributing funding through the Review of Relative Needs and Resources. The Council will respond to these in due course. The Government also confirmed that the long-awaited social care green paper will be published “soon”.
- 3.7. On 16 December, the Government also announced³ additional funding to support children with special educational needs. The allocation of this to individual councils has now been announced and Norfolk should receive £3.605m of the £250m being provided nationally to support children and young people with complex SEND. This will be received as £1.803m in both 2018-19 and 2019-20. Government has also confirmed funding of £100m nationally for investment to create more specialist places in mainstream schools, colleges and special schools in 2019-20. The allocation of this has not yet been confirmed, but Norfolk could potentially expect approximately £1.268m if this were to be distributed on the usual basis. The additional SEND funding is expected to flow through Dedicated Schools Grant, however it is not anticipated to be sufficient to address the High Needs Block overspend position.
- 3.8. The latest estimate of the Council’s overall budget position for 2019-20 as a result of the above, and any other emerging issues, will be reported to Policy and Resources Committee in January.

4. 2019-20 Budget Planning

2018-19 Medium Term Financial Strategy

- 4.1. The current year’s Budget and Medium Term Financial Strategy (MTFS) for the period 2018-19 to 2021-22 was agreed in February 2018 including £78.529m of savings and with a remaining gap of £94.696m. The MTFS provided the starting point for the Council’s 2019-20 Budget planning activity. Full details of cost pressures assumed in the Council’s MTFS are set out in the 2018-19 Budget Book.⁴

2018-19 budget position

- 4.2. The latest information about the Committee’s 2018-19 budget position is set out in the budget monitoring report elsewhere on the agenda. The Council’s overarching budget planning for 2019-20 is based on the assumption that a balanced 2018-19 Budget is delivered (i.e. that all savings are achieved as

³ <https://www.gov.uk/government/news/new-funding-to-support-children-with-special-educational-needs>

⁴ <https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/budget-book-2018-22.pdf?la=en>

planned and there are no overall overspends). Further pressures in the forecast 2019-20 Budget have been provided for as detailed later in this report.

The budget planning process for 2019-20

- 4.3. In July 2018, Policy and Resources Committee considered how the 2019-20 budget planning process would be aligned with the Council's Strategy, Norfolk Futures. Policy and Resources agreed budget assumptions, budget planning principles and guidance for 2019-20 which were then communicated to Service Committees.
- 4.4. In September, Service Committees therefore began their detailed budget planning by discussing both their approach to savings development and any key risks for the Council's budget process.
- 4.5. Following further input from Policy and Resources Committee, in early October, Service Committees then considered and agreed their detailed saving proposals for 2019-20, which were recommended to Policy and Resources Committee for consultation where appropriate. Policy and Resources duly considered the latest budget planning position for 2019-20 at its meeting on 29 October. This included the summary of all proposed savings from Service Committees, and a revised forecast of the remaining **budget gap for 2019-20, which at that point stood at £6.369m. Over the three year planning period, a gap of £45.980m remained to be closed.** In November, Policy and Resources was advised that following the announcements of additional funding at the Autumn Budget, it was anticipated these would assist in closing the gap identified for 2019-20, and as a result Services were not asked to seek additional savings. However, **Policy and Resources agreed that any change to planned savings or removal of proposals would require alternative savings to be identified by the relevant Service Committee.**
- 4.6. The budget position and associated assumptions are kept under continuous review. The latest financial planning position will be presented to Policy and Resources Committee in January prior to budget-setting by County Council in February. The outline budget-setting timetable for 2019-20 is set out for information later in this report.

Latest 2019-20 Budget position

- 4.7. Since the last report to Service Committees in October 2018, a number of additional pressures have emerged, including:
 - Pressures arising in Schools' High Needs Block budgets with a potential impact on the Council's General Fund;
 - Significant additional pressures in Children's Services budgets;
 - The addition of "Winter Pressures" funding within the Adult Social Care budget, and pressures relating to continuing support for the care market, and continued enhanced levels of social work capacity. The Adult Social Care budget makes use of some one-off funding and use of reserves.
 - Recognition of a part funded pressure in 2019-20 relating to an increase in the employer contribution rates for Fire Service pensions;
 - Final changes to inflation forecasts for 2019-20 and future years; and
 - Updated council tax forecasts from Districts for tax base and collection fund which will be finalised in January.

4.8. These additional pressures have been offset by proposed changes following a thorough review of all other pressures and savings included in budget planning, and by additional funding announced in the Autumn Budget and the provisional Local Government Finance Settlement as set out in section 3. As a result, a balanced budget is therefore expected to be presented to Policy and Resources Committee for 2019-20. Details of the remaining gap over the Medium Term Financial Strategy will be confirmed to Policy and Resources in January.

Budget planning assumptions 2019-20

4.9. In setting the annual budget, Section 25 of the Local Government Finance Act 2003 requires the Executive Director of Finance (Section 151 Officer) to report to members on the robustness of budget estimates and the adequacy of proposed financial reserves. This informs the development of a robust and deliverable budget for 2019-20. Further details are provided below, and the full report will be included in the Budget papers for Policy and Resources Committee.

4.10. The Executive Director of Finance and Commercial Services' judgement on the robustness of the 2019-20 Budget is substantially based upon the following assumptions.

- A 2.99% increase in council tax in 2019-20 and 1.99% in both subsequent years 2020-21 and 2021-22 based on the current amounts allowed by Government before a local referendum is required. The assumed council tax increases are subject to Full Council's decisions on the levels of council tax, which will be made before the start of each financial year. In future years there will be an opportunity to consider the required level of council tax in light of any future Government announcements relating to the Fair Funding Review and Comprehensive Spending Review.
- In addition to an annual increase in the level of council tax, the budget assumes annual tax base increases in line with recent trends.
- Revised assumptions about the future funding changes to be delivered through the Comprehensive Spending Review and Fair Funding Review based on recent announcements including those made at the Autumn Budget. Until now, the Council's assumptions about funding reductions have been based on the Government's stated intention to end Revenue Support Grant, with an expectation that all Revenue Support Grant would therefore cease after 2019-20. This would result in a cliff edge in 2020-21 and a budget pressure of almost £39m. Such a significant funding reduction would be out of line with recent experience and does not reflect the fact that Government has sought to provide additional levels of one-off funding for key areas such as social care. Taking all these funding sources in the round, the Council's current budget planning is therefore now based on an assumption that effectively half of the impact of the loss of Revenue Support Grant would occur in 2020-21 and half in 2021-22, although Revenue Support Grant itself may disappear. In other words, it is assumed that Government will provide alternative (potentially transitional) funding to mitigate the effect of a Revenue Support Grant cliff edge.
- No increase in the Adult Social Care precept from the 2018-19 level.
- 2018-19 Budget and savings will be delivered in line with current forecasts and plans (no overall overspend).
- Use of additional Adult Social Care funding for 2018-19 and 2019-20 as agreed with partners and in line with conditions, and that market pressures can be absorbed within existing budgets.

- Growth pressures forecast in Children’s Services relating to Looked After Children, and the overspend on High Needs Block, can be contained within the additional funding allocations.
- Pressures forecast within waste and highways budgets can be accommodated within the additional funding allocations.
- Revised assumptions to use an additional £5m capital receipts in 2020-21 rather than £10m (with £10m being required in 2021-22 and the balance of £5m in 2022-23 resulting in the use of an additional £20m capital receipts in total to support the revenue budget over the period 2020-21 to 2022-23).
- The assumed use of one-off funding including:
 - £1m from the Insurance Fund in 2019-20; and
 - £6m from the Adult Social Care business risk reserve over the budget planning period.
- That all the savings proposed and included for 2019-20 can be successfully achieved.

5. Service Budget, Strategy and Priorities 2019-20

5.1. Service Transformation

5.1.1. The overall vision for EDT Committee services was set out in strategic financial planning report discussed by the Committee in September. In terms of service transformation the focus of our approach is as follows.

5.1.2. CES has responsibility for the delivery of a wide range of services; there is no hierarchy as each area has a vital role to play in achieving better outcomes for Norfolk. Whilst our audience is “universal”, many of our services are now focused on supporting the principles and priorities laid out in Norfolk Futures, and in particular, the social care demand management agenda. We can proactively provide information and advice to help people to make better choices that enable them to live fulfilling independent lives.

5.1.3. We continue to provide vital services to ensure that our residents are safe, both in their own homes and when out and about in our County. Broadly, CES services are focussed around the following outcomes:-

- Safety and harm reduction
- Proactive prevention
- Providing choices
- Raising aspirations
- Improving outcomes and economic growth

5.1.4. In terms of transformation, as discussed at the September meeting, the broad approach across CES is focussed around:-

- Cost reduction
- Collaboration
- Development

5.2. Service specific budgeting issues

- Weather/environment - a number of services have risks directly related to the weather/environment. For example, the amount of spend on winter maintenance depends on how hard the winter season is and for how long, whilst how good the weather is for the growing season affects waste and

green waste volumes and flooding events impact local communities. In addition, there is clear evidence that severe or prolonged weather conditions impact directly on the condition of the highway, including the number, severity and speed of deterioration of potholes.

- Waste – there are a number of pressures and risks relating to the waste service. Whilst recycling and waste minimisation activities continue, housing and population increases, weather patterns, consumer confidence and economic growth also affect the overall trend of waste volumes. There is also continued uncertainty in the recycling commodities market, in part due to the impacts of restrictions from China accepting recycled materials.
- Concessionary fares - there continues to be a shortfall in the funding from Government. Another 3 year deal has been successfully negotiated with bus operators to mitigate this. The current agreement expires at the end of March 2020, and a new arrangement will need to be negotiated.

6. Revenue Budget

- 6.1. The tables in Appendix 2 set out in detail the Committee’s proposed cash limited budget for 2019-20, and the medium term financial plans for 2020-21 to 2021-22. These are based on the identified pressures and proposed budget savings reported to this Committee in October, which have been updated in this report to reflect any changes to assumptions. The proposal
- 6.2. Cost neutral adjustments for each Committee will be reflected within the Policy and Resources Revenue Budget 2019-20 to 2021-22 paper which will be presented on 28 January 2019.
- 6.3. The Revenue Budget proposals set out in Appendix 2 form a suite of proposals which will enable the County Council to set a balanced Budget for 2019-20. **As such, any recommendations to add growth items, amend or remove proposed savings, or otherwise change the budget proposals, will require the Committee to identify offsetting saving proposals or equivalent reductions in planned expenditure.**
- 6.4. As set out elsewhere in this report, the Executive Director of Finance and Commercial Services is required to comment on the robustness of budget proposals, and the estimates upon which the budget is based, as part of the annual budget-setting process. This full assessment will be reported to Policy and Resources Committee and County Council.

6.5. 2019-20 budget proposals

- 6.5.1. The savings proposals are summarised in the table below.

Proposal Note: savings are shown as a negative figure	2019-20	2020-21	2021-22	2019-22 Total	Risk Assessment
	£m	£m	£m	£m	RAG
Capitalisation of activities to release a revenue saving	-1.559	0	0	-1.559	Green
Further roll-out of street lighting LEDs	-0.050	0	0	-0.050	Green
Changing back office processes and efficiency	-0.103	0	0	-0.103	Green
Vacancy management	-0.294	-0.025	0	-0.319	Green

Household Waste Recycling Centres – reuse shops	-0.054	-0.050	0	-0.104	Green
Review and management of contracts in Highways and Waste	-0.158	-0.079	0	-0.237	Amber
Highways Commercialisation	-0.040	-0.161	-0.040	-0.241	Red
Re-model back office support structure	-0.090	-0.090	0	-0.180	Red
Highways Services	0	-0.100	0	-0.100	Amber
Income Generation	-0.225	0	0	-0.225	Green
Total	-2.573	-0.505	-0.040	-3.118	

6.6. Changes to the proposals since last reviewed by Committee in October

6.6.1. Since the Committee last reviewed the proposals in October, there have been two amendments to the proposals (as set out above):-

- The savings for ‘highways commercialisation’ have been reprofiled to reflect that the earliest possible date for implementation is now 1 October 2019, subject to the Committee’s approval (there is a separate paper on the agenda for this meeting for highways commercialisation).
- The ‘re-model back office support’ structure saving has also been re-profiled as this change is dependent on implementation of the highways commercialisation approach (as above).

6.6.2. Where the proposals require changes to the organisational structure/posts, the relevant staff consultation has been carried out, and some changes made to the detailed proposals as a result of direct feedback from staff. Work is underway to ensure the changes can be implemented by 1 April 2019. The only exception are the two proposals mentioned in 6.6.1 above, and if Members agree to progress highways commercialisation there will be a need for staff consultation with those involved e.g. as part of any TUPE transfer process.

7. Capital Programme 2019-20

7.1. A summary of the Capital Programme and schemes relevant to this committee can be found in Appendix 3.

8. Public Consultation

8.1. Under Section 3(2) of the Local Government Act 1999, authorities are under a duty to consult representatives of a wide range of local people when making decisions relating to local services. This includes council tax payers, those who use or are likely to use services provided by the authority, and other stakeholders or interested parties. There is also a common law duty of fairness which requires that consultation should take place at a time when proposals are at a formative stage; should be based on sufficient information to allow those consulted to give intelligent consideration of options; should give adequate time for consideration and response and that consultation responses should be conscientiously taken into account in the final decision.

8.2. Saving proposals to bridge the shortfall for 2019-20 were put forward by committees, the majority of which did not require consultation because they could be achieved without affecting service users. **There were no proposals relating to this Committee which required public consultation.**

8.3. Where individual savings for 2019-20 required consultation:

- Consultation took place between 5 November and 23 December with consultation feedback on both individual budget proposals and council tax available for Committees in January;
- Proposals were published and consulted on via the Council's consultation hub, Citizen Space <https://norfolk.citizenspace.com/consultation/budget2018/>;
- Consultation documents were made available in large print and easy read as standard, and other formats on request;
- The Council made extra effort to find out the views of people who may be affected by the proposals and carry out impact assessments;
- Opportunities for people to have their say on budget proposals and council tax were promoted through the Your Norfolk residents' magazine, news releases, online publications, and social media.
- Every response has been read in detail and analysed to identify the range of people's opinions, any repeated or consistently expressed views, and the anticipated impact of proposals on people's lives.

9. Equality and rural impact assessment – findings and suggested mitigation

- 9.1. When making decisions the Council must give due regard to the need to promote equality of opportunity and eliminate unlawful discrimination.
- 9.2. Equality and rural impact assessments have been carried out on all 10 of EDT Committee's budget proposals for 2019/20, to identify whether there may be any detrimental impact on people with protected characteristics or in rural areas.
- 9.3. At this stage, there is no evidence to indicate that any of the proposals will have a detrimental impact on people with protected characteristics or in rural areas.
- 9.4. The proposal to further roll-out LED street lighting is likely to have a positive impact on older and disabled people, including people who are visually impaired, as LED lights provide a better quality of lighting. The proposal to increase the number of reuse shops will also have a positive impact for residents with protected characteristics and in rural areas, as it will increase the reuse locations available for members of the public to visit.
- 9.5. HR Shared Service will continue to monitor whether staff with protected characteristics are disproportionately represented in redundancy or redeployment figures, and if so, take appropriate action.
- 9.6. The full assessment findings are attached for consideration at Appendix 1. Clear reasons are provided for each proposal to show why, or why not, detrimental impact has been identified, and the nature of this impact.

10. Budget Timetable

- 10.1. The Council's overarching budget setting-timetable for 2019-20 was agreed by County Council in February as part of the 2018-19 Budget. The timetable is updated as further information becomes available (for example about the timing

of Government announcements). The latest version of the timetable is set out in the table below.

Budget setting timetable 2019-20 to 2021-22

Activity/Milestone	Time frame
County Council agree recommendations for 2018-22 including that further plans to meet the shortfall for 2019-20 to 2021-22 are brought back to Members during 2018-19	12 February 2018
Spring Statement 2018 announced	13 March 2018
Consider implications of service and financial guidance and context, and review / develop service planning options for 2019-22	February – June 2018
Member review of the latest financial position on the financial planning for 2019-22	July 2018
Development of savings proposals 2019-22	June – September 2018
Member review of service and budget planning position including savings proposals	Committees in October 2018
Chancellor's Autumn Budget 2018	29 October 2018
Consultation on new planning proposals and council tax 2019-22	5 November to 23 December 2018
Provisional Local Government Finance Settlement	13 December 2018
Service reporting to Members of service and financial planning and consultation feedback	January 2019
Committees agree revenue budget and capital programme recommendations to Policy and Resources Committee	Mid-January 2019
Final Local Government Finance Settlement	TBC January / February 2019
Policy and Resources Committee agree revenue budget and capital programme recommendations to County Council	28 January 2019
Confirmation of District Council tax base and Business Rate forecasts	31 January 2019
County Council agree Medium Term Financial Strategy 2019-20 to 2021-22, revenue budget, capital programme and level of council tax for 2019-20	11 February 2019

11. Financial implications

- 11.1. Potentially significant financial implications for the Committee's Budget, including those arising from the Autumn Budget 2018 and the Provisional Local Government Finance Settlement, are discussed throughout this report. The implications of the three changes expected to be implemented in 2020-21 remain the subject of considerable uncertainty and although they have been reflected as far as possible in the Council's 2019-20 budget planning, these impacts will need to be refined as further information is made available by Government.

12. Issues, risks and innovation

12.1. Significant risks, assumptions, or implications have been set out throughout the report. Some general risks relating to the development of budget proposals for EDT services are as follows:-

- Income generation - as we continue to maximise and increase reliance on generation of income from various sources and become more reliant on market factors, we increase our risk. This includes work as part of the Commercialisation priority under Norfolk Futures.
- External funding – there are a number of projects and services being fully or partly funded by external funding, for example grants from other organisations and successful funding bids. Many of these include an element of match funding or similar expectations about the County Council’s input. Reductions in revenue funding could impact on our ability to do this and we could risk losing funding or our ability to successfully bid for funding in the future.
- Staffing - It will not be possible to deliver the level of savings required without some changes and reductions in staffing levels. The CES Department has already made a number of changes/reductions to staff in recent years, including reducing the number of managers in the department, but further reductions will be needed. Although we will take steps to minimise the impact of any changes as far as possible, including by introducing new ways of working, there is a risk that a reduced workforce will directly impact on the level of service we are able to deliver.

12.2. Specific financial risks in this area are also identified in the Corporate Risk Register, including the risk of failing to manage significant reductions in local and national income streams (RM002) and the potential risk of failure to deliver our services within the resources available over the next 3 years commencing 2018-19 to the end of 2020-21 (RM006).

12.3. Risks relating to budget setting are also detailed in the Council’s budget papers. There is a risk in relation to the Comprehensive Spending Review and the Fair Funding Review that a failure by the Government to provide adequate resources to fund local authorities could lead to a requirement for further service reductions, particularly where the Fair Funding Review results in a redistribution between authority types or geographical areas.

12.4. Decisions about significant savings proposals with an impact on levels of service delivery have required public consultation. As in previous years, new 2019-22 saving proposals, and the Council’s Budget as a whole, have been subject to equality and rural impact assessments as described elsewhere in this report.

Background Papers

Norfolk County Council Vision and Strategy

<https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/corporate/council-vision-and-strategy>

Norfolk County Council Revenue and Capital Budget 2018-22 (Item 4, County Council 12 February 2018)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/592/Committee/2/SelectedTab/Documents/Default.aspx>

Norfolk County Council Budget Book 2018-22

<https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/budget-book-2018-22.pdf?la=en>

Strategic and Financial Planning 2019-20 to 2021-22 (Item 10, Policy and Resources Committee, 16 July 2018)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1419/Committee/21/SelectedTab/Documents/Default.aspx>

Strategic and Financial Planning reports to Committees in September 2018

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings.aspx>

Strategic and Financial Planning 2019-20 to 2021-22 (Item 9, Policy and Resources Committee, 24 September 2018)

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Strategic and Financial Planning reports to Committees in October 2018

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Strategic and Financial Planning 2019-20 to 2021-22 (Item 12, Policy and Resources Committee, 29 October 2018)

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Implications of the Autumn Budget 2018 (Item 9, Policy and Resources Committee, 26 November 2018)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1422/Committee/21/SelectedTab/Documents/Default.aspx>

Officer Contact

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

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Norfolk County Council

Environment, Development and Transport Committee budget proposals 2019-2020

Equality and rural assessments – findings and recommendations

January 2019

**Lead officer – Jo Richardson, Equality & Diversity Manager, in
consultation with Sarah Rhoden, Head of Support and
Development**

This assessment helps you to consider the impact of service changes on people with protected characteristics and in rural areas. The assessment can be updated at any time to inform service planning and commissioning.

**For more information please contact Equality & Diversity team, email:
equality@norfolk.gov.uk or tel: 01603 223816.**

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The purpose of equality and rural assessments

1. The purpose of equality and rural assessments is to enable elected members to consider the potential impact of decisions on different people and communities prior to decisions being taken. Mitigating actions can be developed if detrimental impact is identified.
2. It is not always possible to adopt the course of action that will best promote the needs of people with protected characteristics or in rural areas. However, assessments enable informed decisions to be made, that take into account every opportunity to minimise disadvantage.

The Legal context

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

The assessment process

5. This assessment comprises three phases:
 - **Phase 1** – evidence is gathered on the proposal, to examine who might be affected and how. This includes reviewing the findings of related assessments and public consultation, contextual information about local populations and other relevant data. Where appropriate, public consultation takes place.
 - **Phase 2** – the results are analysed. The assessments are drafted, making sure that any potential impacts are fully assessed. If the evidence indicates that a proposal may have a detrimental impact on people with protected characteristics or in rural communities, mitigating actions are considered.
 - **Phase 3** – the findings are reported to service committees, to enable any impacts to be taken into account before a decision is made.

EDT Committee's budget proposals 2019-2020

6. EDT Committee has put forward 10 budget proposals for 2019-2020:

	Title of proposal	Description
1.	Capitalisation of activities to release a revenue saving	Capitalisation of some activity that is currently revenue funded, within the financial rules. Switching to this type of funding means that the revenue budget is available for saving, without the need to make any changes to the level and type of activity. This proposal relates to various elements of capitalisation in the highways service.
2.	Further roll-out of street lighting LEDs	Roll-out of more LED street lights, which enables an energy saving. This proposal is to implement on residential streets and is in addition to the significant investment we have already made in LED technology on street lights. As with previous LED roll-outs, there is a need for investment to enable this to progress, on an invest to save basis, and this has been agreed with the Executive Director of Finance and Commercial Services. Discussions with our contractor, Amey, are well progressed and no issues identified.
3.	Changing back office processes and efficiency	We are reviewing our back office spend across the whole of CES and looking to harvest all of the savings available. This proposal includes savings in staff travel, subsistence and training budgets.
4.	Vacancy management	This relates to posts in the Support and Development, Environment, Highways and Waste services. As part of the overall recruitment approach in the department, we actively review vacancies and, where they arise, take opportunities to test out new ways of working, including alternative ways to structure work allocation within teams.
5.	Household Waste Recycling Centres – reuse shops	The proposal is to put reuse shops in place at further three recycling centres (Wells, Bergh Apton and Snetterton), in addition to the nine already in place. This will enable additional income generation and will reduce waste volumes for disposal, which will deliver a saving, and we will look to make further contract efficiencies.
6.	Review and management of contracts in Highways and Waste	The saving will be delivered by working with contractors to review and renegotiate existing contract arrangements to enable savings. This will include reducing overhead costs and reviewing application of inflation to rates. This relates to contracts in the highways and waste services. There will be no changes to front-line service standards or service delivery.
7.	Highways Commercialisation	Savings delivered through the Commercialisation of the highways services. Members discussed highways commercialisation at the September Committee meeting and agreed the proposal in principle, and further work is being carried.
8.	Re-model back office support structure	This relates to a re-structure of some teams in the Support and Development Group. The majority of this saving amount is on the basis that the proposal for highways commercialisation proceeds, which would provide the opportunity to re-work processes and ways of working and reduces the back-office support requirement from the service. The detailed work to deliver the saving has not yet been carried out. Should the highways commercialisation

	Title of proposal	Description
		project not proceed, for whatever reason, we will seek to deliver the saving through alternative means e.g. further vacancy management. The service has a relatively high turnover of staff, as it is often an entry point into the organisation.
9.	Highways Services	More streamlined arrangements with Norwich City Council for the management of the Highways Agency Agreement in Norwich, which sees the City Council carry out highways services in the City on behalf of the County Council. Work is underway, with the City Council, to review existing arrangements and to identify areas for potential saving. At this stage, this work is not complete.
10.	Income Generation	There are two elements of income generation. £220k relates to income through the introduction of the DIY waste policy previously agreed by Members. Now that the new arrangements have been in place for some months, we are clearer about the level of income the service generates and are confident that a further £220k can be delivered, in addition to the saving already agreed by Members. The remaining £5k relates to additional income generation by the developer services team through their continued work to provide advice and guidance to developers.

Who is affected?

7. The proposals will affect staff, residents, visitors and businesses in Norfolk, including people with protected characteristics and in rural areas:

People of all ages	YES
Disability (all disabilities and long-term health conditions, including but not limited to people with, for example, reduced mobility; Blind and visually impaired people; Deaf and hearing impaired people; people with mental health issues; people who are neurodiverse (e.g. on the Autism spectrum); people with learning difficulties and people with dementia).	YES
Gender reassignment (e.g. people who identify as transgender)	YES
Marriage/civil partnerships	YES
Pregnancy & Maternity	YES
Race (different ethnic groups, including Gypsies and Travellers)	YES
Religion/belief (different faiths, including people with no religion or belief)	YES
Sex (i.e. men/women/people who identify as intersex)	YES
Sexual orientation (e.g. lesbian, gay and bisexual people)	YES

Potential impact

8. At this stage, there is no evidence to indicate that these proposals will have a detrimental impact on people with protected characteristics or in rural areas.
9. The proposal to further roll-out LED street lighting is likely to have a positive impact on older and disabled people, including people who are visually impaired, as LED lights provide a better quality of lighting. The proposal to increase the number of reuse shops will also have a positive impact for residents with protected characteristics and in rural areas, as it will increase the reuse locations available for members of the public to visit.
10. The reasons for this are provided below:

	Title of proposal	Impact
1.	Capitalisation of activities to release a revenue saving	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because there is no change to service standards, quality or delivery.
2.	Further roll-out of street lighting LEDs	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because there is no change to service standards, quality or delivery. It is likely that this proposal would have a positive impact on older and disabled people, including people who are visually impaired, as LED lights provide a better quality of lighting.
3.	Changing back office processes and efficiency	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because there is no change to service standards, quality or delivery.
4.	Vacancy management	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because vacancy management will not lead to changes to service standards, quality or delivery. Staff with protected characteristics will not be disproportionately affected compared to other staff.
5.	Household Waste Recycling Centres – reuse shops	This proposal will have a positive impact for residents, including residents with protected characteristics and in rural areas, as it will increase the reuse locations available for members of the public to visit.
6.	Review and management of contracts in Highways and Waste	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because there is no change to service standards, quality or delivery.
7.	Highways Commercialisation	At this early stage, there is no evidence to indicate that this proposal would have any detrimental or disproportionate impact on people with protected characteristics or in rural areas. This is because commercialisation will not lead to changes to service standards, quality or delivery. Staff with protected characteristics will not be disproportionately

	Title of proposal	Impact
		affected compared to other staff.
8.	Re-model back office support structure	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because remodelling will not lead to changes to service standards, quality or delivery. Staff with protected characteristics will not be disproportionately affected compared to other staff.
9.	Highways Services	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because there is no change to service standards, quality or delivery.
10.	Income Generation	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because there is no change to service standards, quality or delivery.

Accessibility considerations

11. Accessibility is a priority for Norfolk County Council. Norfolk has a higher than average number of disabled and older residents compared to other areas of the UK, and a growing number of disabled young people.
12. The services reporting to the EDT Committee are universal services in that they are used by all residents and visitors in Norfolk. Disabled and older people have a greater reliance on the accessibility of the physical infrastructure of their community, to access the things they need day-to-day.
13. Accessibility considerations are taken into account as part of day-to-day processes and working. Because of the importance of ensuring that accessibility is integrated into ongoing service planning and commissioning of EDT services, consideration will continue to be given to opportunities for maximizing this in 2019.

Recommended actions

	Action	Lead	Date
1.	HR Shared Service to continue to routinely monitor whether staff with protected characteristics are disproportionately represented in redundancy or redeployment figures, and if so, take appropriate action.	Senior HR Consultant (Workforce Insight)	From 1 April 2019

Human rights implications

14. Public authorities in the UK are required to act compatibly with the Human Rights Act 1998. There are no human rights issues arising from the proposals.

Evidence used to inform this assessment

- Norfolk budget proposals 2019/20 – consultation documents and background papers and results of public consultation
- Equality Act 2010
- Public Sector Equality Duty
- Business intelligence and management data, as quoted in this report.

Further information

15. For further information about this equality impact assessment please contact Jo Richardson, Equality & Diversity Manager, Email jo.richardson@norfolk.gov.uk



If you need this document in large print, audio, Braille, alternative format or in a different language please contact Jo Richardson on 0344 800 8020.

¹ Prohibited conduct:

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

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

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

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

2 The protected characteristics are:

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

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

Gender reassignment

Marriage and civil partnership

Pregnancy and maternity

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

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

Sex - a man or a woman.

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

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

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

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

Budget change forecasts for 2018-22 Environment, Development and Transport				
Reference		2019-20 £m	2020-21 £m	2021-22 £m
	OPENING BUDGET	103.902	110.108	113.894
	ADDITIONAL COSTS			
	Inflationary			
	Basic Inflation - Pay (2% for 19-22)	0.504	0.512	0.522
	Basic Inflation - Prices	2.156	2.354	2.505
	Additional pay inflation National Living Wage	0.134		
	Brought forward from 2017-20 budget round			
	NCC Policy			
	Additional Flood Funding	0.005		
	Brought forward from 2018-22 budget round			
	Demand / Demographic			
	Waste pressure	1.700	1.700	1.700
	Highways Maintenance	0.111		
	Highways new developments	0.027		
	Legislative Requirements			
	Ash Die Back	0.022		
	New 2019-22 budget round pressures			
	Demand / Demographic			
	Waste pressure	-1.400		
	Highways Maintenance	0.075	0.075	
	Street lights on new roads	0.005		
	Highways maintenance of historic surfaces	0.050		
		3.389	4.640	4.727
	SAVINGS			
	Changes to 2017-20 budget round			
EDT032	Waste strategy - implementing a new waste strategy focussed on waste reduction and minimisation with a target to reduce the residual waste each household produces by at least one kilogram per week			-1.850
		0.000	0.000	-1.850
	Brought forward from 2018-22 budget round			
	A - Local Service strategy			
EDT050	Improved management of on-street car parking	-0.150	-0.350	
	F - Digital Norfolk			
EDT057	Further roll-out of street lighting LEDs	-0.160		
		-0.310	-0.350	0.000
	New 2019-22 budget round savings			
EDT061	Capitalisation of activities to release a revenue saving	-1.559		
EDT062	Changing back office processes and efficiency	-0.103		
EDT063	Vacancy management	-0.294	-0.025	
EDT064	Further roll-out of street lighting LEDs	-0.050		
EDT065	Household Waste Recycling Centres – reuse shops	-0.054	-0.050	
EDT066	Review and management of contracts in Highways and Waste	-0.158	-0.079	
EDT067	Highways Commercialisation	-0.040	-0.161	-0.040
EDT068	Re-model back office support structure	-0.090	-0.090	
EDT069	Highways Services		-0.100	
EDT070	Income Generation	-0.225		
		-2.573	-0.505	-0.040
		-2.883	-0.855	-1.890
	BASE ADJUSTMENTS			
	Brought forward from 2017-20 budget round			
	Lead Local Flood Authority Grant	-0.005		
		-0.005	0.000	0.000
	COST NEUTRAL ADJUSTMENTS			
	Brought forward from 2017-20 budget round			
	Leases	0.037		
	2019-20 budget round			
	Depreciation transfer	5.666		
	Debt management transfer	0.013		
	Global Payments Merchant Account charges to Customer Services	-0.011		
		5.705	0.000	0.000
	NET BUDGET	110.108	113.894	116.730

EDT Committee – Capital Programme

Scheme	19/20 £m	20/21 £m	21/22 £m +	Notes
Great Yarmouth 3 rd River crossing – element underwritten by Prudential Borrowing	10.250	6.848		On 15 October 2018 County Council approved the addition of £120.653m to the capital programme for the construction of the 3 rd River Crossing. Within this is £20.565m of costs underwritten by prudential borrowing, of which £3.467m has been allocated in 2018-19.
Highways – Capitalisation of Highways activities	1.559	1.559	1.559	
Norwich Western Link	0.974			Match Funding for the Pooled Business rates bid for the development of the scheme in 2019/20.
Highways – Additional LED roll out	0.100	0.100	0.100	
Gt Yarmouth Flood Defences	0.950			NCC contribution to £40m Environment Agency scheme
Experience Targeted Tourism Project	0.150	0.150	0.150	Match funding for part funded European funded project.
Ash Die Back	0.050	0.050	0.070	Project to support the Ash Die back activities
Investment in Disused railways	0.350			
Highways major schemes contingency			20.000	Contingency provision held in relation to the Major Highways schemes in development. (2021/22 and beyond)
Ketteringham Recycling Centre replacement	0.175	1.750		2019/20 for design, 2020/21 for delivery
Wymondham Recycling Centre replacement		0.200	2.000	No site currently identified, 19/20 feasibility, 2020/21 design, 2021/22 for delivery

Scheme	19/20 £m	20/21 £m	21/22 £m +	Notes
Sheringham Recycling Centre improvements	0.150	1.500		2019/20 for design, 2020/21 for delivery
Morningthorpe Recycling Centre replacement or improvements		0.150	1.500	No site identified yet, 2020/21 design, 2021/22 delivery
Caister Transfer Station improvements	0.240	2.400		
NDR Part 1 claims	2.438	1.107	0.907	
Contribution to Great Yarmouth Tidal Defences	0.950			Contribution to EA £40m Tidal defences scheme in Great Yarmouth.
Development of Norfolk Infrastructure – Development team approach	0.350	0.350		Project development costs to support the development and delivery of Key Infrastructure

Other projects which are in development for future capital programmes

Highways Capital Programme Targeted Improvements: as and when government infrastructure funding is made available, experience suggests that government would be looking for ‘shovel-ready’ projects. Officers are developing strategic schemes (with partners where applicable) which may attract funding, and whether up-front capital funding could act as a lever for government support. Examples of schemes being considered are:

- A47 Acle Straight dualling, Tilney to East Winch dualling, Longwater Junction improvements
- A11 Thetford junction and other improvements
- A140 Long Stratton bypass • Rail enhancements in the area to accommodate planned passenger and freight services
- Rail halt at Broadland Business Park
- Great Yarmouth Flood Defence Infrastructure
- Great Yarmouth Port development

Environment, Development and Transport Committee

Report title:	Performance management
Date of meeting:	18 January 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact Robust performance management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need.	

Executive summary

This management report to Committee is based upon the revised Performance Management System, which was implemented as of 1 April 2016. Additionally, this is the third report to provide data against the new 2018/19 Vital Signs list derived from measures contained within the 'plans on a page' previously presented to and agreed by Committee.

There are currently nine Vital Signs indicators under the remit of this Committee.

Performance is reported on an exception basis using a Report Card format, meaning that only those Vital Signs that are performing poorly or where performance is deteriorating are presented to Committee. To enable Members to have oversight of performance across all Vital Signs, all Report Cards (which is where more detailed information about performance is recorded) will be made available to view upon request.

Of the nine Vital Signs indicators that fall within the remit of this Committee, one has met the exception criteria in this reporting period:

- % of formal highway inspections completed within the timescales set out in the TAMP

Recommendations:

- 1) Review and comment on the performance data, information and analysis presented in the body of the report and determine whether any recommended actions identified are appropriate or whether another course of action is required - refer to the list of possible actions at Appendix 1.**

In support of this, Appendix 1 provides:

- A set of prompts for performance discussions.
- Suggested options for further actions where Committee requires additional information or work to be undertaken.

1. Introduction

- 1.1. This management report to Committee is based upon the revised Performance Management System, which was implemented as of 1 April 2016. Additionally, this is the third report to provide data against the new 2018/19 Vital Signs list derived from measures contained within the 'plans on a page' previously presented to and agreed by Committee.
- 1.2. There are currently nine Vital Signs indicators under the remit of this Committee.
- 1.3. Work continues to see what other data may be available to report to Committee on a more frequent basis and these will in turn be considered for inclusion as Vital Signs indicators.
- 1.4. Of the nine Vital Signs indicators that fall within the remit of this Committee, one indicator has met the exception criteria in this reporting period.

2. Performance dashboard

- 2.1. The performance dashboard provides a quick overview of Red/Amber/Green rated performance across all Vital Signs. This then complements the exception reporting process and enables committee members to check that key performance issues are not being missed.
- 2.2. The Vital Signs indicators are monitored during the year and are subject to review when processes are amended to improve performance, to ensure that the indicator correctly captures future performance. A list of all Vital Signs indicators currently under the remit of the Committee is available at Appendix 2.
- 2.3. Vital Signs are reported to Committee on an exceptions basis. The exception reporting criteria are as follows:
 - Performance is off-target (Red RAG rating or variance of 5% or more)
 - Performance has two consecutive months/quarters/years of Amber RAG rating (Amber RAG rating within 5% worse than the target)
 - Performance is adversely affecting the County Council's ability to achieve its budget
 - Performance is adversely affecting one of the County Council's corporate risks.
- 2.4. Where cells have been greyed out on the performance dashboard, this indicates that data is not available due either to the frequency of reporting or the Vital Sign being under development. In this case, under development can mean that the Vital Sign has yet to be fully defined or that baseline data is being gathered.

Key to services on the performance dashboard:

- FBP – Finance Business Partner
- HW – Highways
- CH – Culture and Heritage

- 2.5. The performance dashboard for the EDT Committee is as follows:

NOTES:

In most cases the RAG colours are set as: Green being equal to or better than the target; Amber being within 5% (not percentage points) worse than the target; Red being more than 5% worse than target. 'White' spaces denote that data will become available; 'grey' spaces denote that no data is currently expected, typically because the indicator is being finalised. The target value is that which relates to the latest measure period result in order to allow comparison against the RAG colours. A target may also exist for the current and/or future periods.

#	Monthly	Bigger or Smaller is better	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	Target
300	{HW} Percentage of bus services on time	Bigger	80.5%	78.4%	76.4%	81.9%	81.4%	80.7%	81.6%	77.3%	77.94%	79.3%	78.5%	78.7%	77.2%	78.0%
			88119 / 84858	80584 / 77279	58179 / 76185	68798 / 83977	58526 / 71858	61432 / 78184	55216 / 67673	46981 / 50908	57473 / 73740	65647 / 82781	64510 / 82186	62554 / 79525	63886 / 82801	
304	{CH} Planning service – speed of determination	Bigger	93.2%	93.2%	92.4%	92.4%	92.4%	93.1%	93.8%	93.8%	94.7%	94.6%	94.6%	94.9%	95.0%	90.0%
			3 / 3	4 / 4	3 / 4	5 / 5	8 / 8	5 / 5	3 / 3	2 / 3	11 / 11	1 / 1	3 / 3	9 / 9	8 / 8	
370	{HW} % of formal highway inspections completed within the timescales set out in the TAMP	Bigger							94.2%	93.7%	94.1%	96.1%	96.0%	97.4%	97.7%	98.0%
									34.1k / 36.2k	34.0k / 36.3k	34.2k / 36.3k	34.6k / 38.3k	35.2k / 38.3k	35.4k / 38.4k	35.5k / 38.4k	
371	{HW} % of dangerous highway defects dealt with within the timescale set out in the TAMP	Bigger	82.9%	89.8%	91.2%	84.9%	81.9%	88.9%	88.1%	75.8%	88.2%	78.6%	78.1%	94.4%	96.4%	96.0%
			121 / 146	123 / 137	207 / 227	303 / 357	163 / 199	192 / 216	183 / 185	122 / 161	105 / 119	98 / 128	107 / 137	136 / 144	107 / 111	
373	{FBP} Amount of external investment secured to enable projects to be delivered - UNDER DEVELOPMENT	Bigger														Under Development
#	Quarterly / Termly	Bigger or Smaller is better	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Mar 18	Jun 18	Sep 18	Target
334	{HW} Kilograms of residual household waste per household per week	Smaller			9.99				10.05				9.66			9.75
335	{HW} Unit cost (per tonne) of disposing of/dealing with residual waste	Bigger			£115.31				£107.65				£109.78			£109.42
372	{HW} % of parishes that meet their target level of public transport service	Bigger											70.0%	72.7%	72.9%	70.0%
														305 / 543	396 / 543	
#	Annual (financial / academic)	Bigger or Smaller is better	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Target
355	{HW} % of reports on flooding incidents published as planned	Bigger														

3. Report Cards

- 3.1. A Report Card has been produced for each Vital Sign. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improve performance. The Report Card follows a standard format that is common to all committees.
- 3.2. Each Vital Sign has a lead officer, who is directly accountable for performance, and a data owner, who is responsible for collating and analysing the data on a monthly basis. The names and positions of these people are specified on the Report Cards.
- 3.3. Vital Signs are reported to Committee on an exceptions basis. The Report Cards for those Vital Signs that do not meet the exception criteria on this occasion, and so are not formally reported, are also collected and are available to view if requested.
- 3.4. Provided at Appendix 1 is a set of prompts for performance discussions that Members may wish to refer to as they review the Report Cards. There is also a list of suggested options for further actions where Committee requires additional information or work to be undertaken.
- 3.5. The Report Card for the indicator that meets the exception criteria is shown below, which includes contextual information for the indicator, along with information about current and historical performance:
 - % of formal highway inspections completed within the timescales set out in the TAMP (Performance has two consecutive months/quarters/years of Amber RAG rating - Amber RAG rating within 5% worse than the target) for October 2018 Amber 97.7% against a target of 98%; July 2018 was Amber 96.1%.

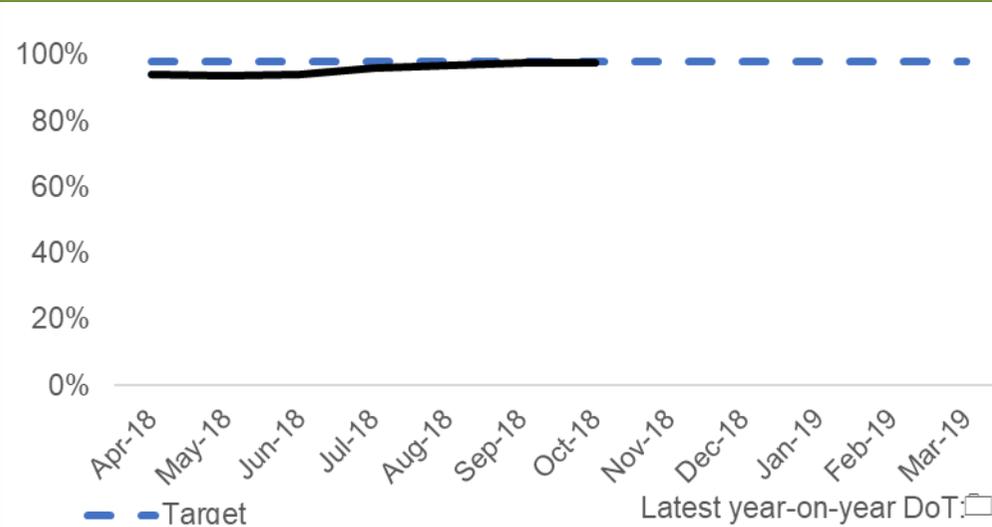
The general trend has been improving for several months and is now just shy of the target of 98% by 0.3%. It is expected that this trend will continue and exceed the 98% target in the next couple of months.

Percentage of formal highway inspections completed within the timescales set out in the Transport Asset Management Plan (TAMP)

Why is this important?

Scheduled highway safety inspections are part of our maintenance strategy set out in the Transport Asset Management Plan (TAMP). Completing regular inspections on time forms part of our defence against liability claims made against the authority for injury/damage caused as a result of a defect in the highway.

Performance



What is the background to current performance?

- The set target is high (98%) because these are planned safety inspections completed against a schedule.
- The Transport Asset Management policy sets out the inspection frequency which is based on each highway's characteristics including types and volumes of road users including pedestrian/cyclist traffic.
- Frequency of inspection varies from 6 weekly (city/town centres) to 5 yearly (dirt tracks and rural Public Rights of Way)
- Performance is based upon last recorded inspection and next expected inspection based on our policy set out in the TAMP.
- Significant staff turnover recently has placed pressure on completing inspection schedule on time, particularly in the City, however trend is improving monthly following recent recruitment to vacant posts. Current performance is 97.7%, just below target.
- Power BI is used by Area teams to monitor and react to performance on a daily basis

What will success look like?

- All street scene inspector posts will be fully appointed
- All safety inspections will be completed on time as measured in Power BI

Action required

- Ensure that Area Managers/Highway Engineers are fully supported in recruiting to vacant posts
- Review resilience of City resources as part of City Agency review
- Highway Systems Support Team to monitor and identify specific action points and communicate these to Area teams

Responsible Officers

Lead: Grahame Bygrave – Highway Services Manager Data:

Alex Cliff – Highway Systems Support Manager

4 Recommendations

4.1. Committee Members are asked to:

Review and comment on the performance data, information and analysis presented in the body of the report and determine whether any recommended actions identified are appropriate or whether another course of action is required – refer to the list of possible actions at Appendix 1.

In support of this, Appendix 1 provides:

- A set of prompts for performance discussions.
- Suggested options for further actions where the committee requires additional information or work to be undertaken.

5 Financial Implications

5.1. There are no significant financial implications arising from the performance management report.

6. Issues, risks and innovation

6.1. There are no significant issues, risks and innovations arising from the performance management report.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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Appendix 1 – Performance discussions and actions

Reflecting good performance management practice, there are some helpful prompts that can help scrutinise performance, and guide future actions. These are set out below.

Suggested prompts for performance improvement discussion

In reviewing the Vital Signs that have met the exception reporting criteria and so included in this report, there are a number of performance improvement questions that can be worked through to aid the performance discussion, as below:

1. Why are we not meeting our target?
2. What is the impact of not meeting our target?
3. What performance is predicted?
4. How can performance be improved?
5. When will performance be back on track?
6. What can we learn for the future?

In doing so, Committee Members are asked to consider the actions that have been identified by the Vital Sign lead officer.

Performance improvement – suggested actions

A standard list of suggested actions has been developed. This provides Members with options for next steps where reported performance levels require follow-up and additional work.

	Action	Description
1	Approve actions	Approve actions identified in the Report Card and set a date for reporting back to Committee.
2	Identify alternative or additional actions	Identify alternative/additional actions to those in the Report Card and set a date for reporting back to Committee.
3	Refer to Departmental Management Team	DMT to work through the performance issues identified at Committee meeting and develop an action plan for improvement and report back to Committee.
4	Refer to Committee task and finish group	Member-led task and finish group to work through the performance issues identified at Committee meeting and develop an action plan for improvement and report back to Committee.
5	Refer to County Leadership Team	Identify key actions for performance improvement and refer to CLT for action.
6	Refer to Policy and Resources Committee	Identify key actions for performance improvement that have 'whole Council' performance implications and refer them to the Policy and Resources Committee for action.

Appendix 2 – EDT Committee Vital Signs Indicators

A Vital Sign is a key indicator from one of the County Council’s services which provides Members, officers and the public with a clear measure to assure that the service is performing as it should and contributing to the County Council’s priorities. It is, therefore, focused on the results experienced by the community. It is important to choose enough Vital Signs to enable a good picture of performance to be deduced, but not so many that strategic discussions are distracted by detail.

There are currently nine Vital Signs performance indicators that relate to the EDT Committee. The indicator in bold (on the Table below) is a Vital Signs indicator deemed to have corporate Significance and therefore will also be reported to the Policy and Resources Committee.

Key to services:

- CH – Culture and Heritage
- FBP – Finance Business Partner
- HW – Highways

Service	Vital Signs Indicator	What it measures	Why it is important	Data
HW	Bus journey time reliability	% of bus services that are on schedule at intermediate time points	Better transport networks bring firms and workers closer together, and provide access to wider local markets.	Monthly
CH	Planning determination	Speed of planning determination	Timely planning decision are important to economic growth and development	Monthly (based on 24-month rolling average)
HW	Formal highway inspections completed	% of formal highway inspections completed within the timescales set out in the TAMP	Highway safety	Monthly
HW	Dangerous highway defects dealt with	% of dangerous highway defects dealt with within the timescale set out in the TAMP	Highway safety	Monthly

Service	Vital Signs Indicator	What it measures	Why it is important	Data
FBP	External investment secured	Amount of external investment secured to enable projects to be delivered	High quality organisations are successful in being able to attract and generate alternative sources of funding.	Monthly
HW	Residential house waste collection	Weekly kg of residential house waste collected per household	The amount of household waste collected and the costs arising from processing it have risen for the past three years. Housing growth (65,000 new houses between 2013 and 2026) will create further pressures.	Quarterly
HW	Disposing of/dealing with residual waste	Unit cost (per tonne) of disposing of/dealing with residual waste	Less waste means that by proportion more of the waste can use the lowest cost options.	Quarterly
HW	Parishes showing access to key services using public transport	% parishes that meet their designated target level of service.	Access to public transport is important for those living in rural areas so that they can access not only work but also health and other essential services like shopping, education and leisure activities. This supports rural communities and reduces social and rural isolation, contributing to overall wellbeing of residents.	Quarterly
HW	Reports on flooding incidents published	% of reports on flooding incidents published as planned	Flooding undermines existing infrastructure and impacts directly on health and economy.	Annually

Environment, Development and Transport Committee

Report title:	Risk Management
Date of meeting:	18 January 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact One of the Environment, Development, and Transport (EDT) Committee's roles is to consider the management of EDT's risks. Assurance on the effectiveness of risk management and the EDT departmental risk register helps the Committee undertake some of its key responsibilities. Risk management contributes to achieving departmental objectives and is a key part of the performance management framework.	

Executive summary

This report provides the Committee with information from the latest EDT risk register as at January 2019, following the latest review conducted in December 2018. The reporting of risk is aligned with, and complements, the performance and financial reporting to the Committee.

Recommendations:

Members are asked to consider:

- a) **The changes to EDT departmental risks since the last Risk Management report was reported to this Committee in October 2018, in Appendix A;**
- b) **The risk reported by exception in Appendix B;**
- c) **The summary of EDT departmental risks in Appendix C;**
- d) **The list of possible actions, suggested prompts and challenges presented for information in Appendix D;**
- e) **The background information to put the risk scoring into context, shown in Appendix E.**

1. Proposal

- 1.1 The Community and Environmental Services (CES) Departmental Management Team (DMT) continues to be engaged in the preparation and management of the Communities departmental level risk register.
- 1.2 The recommendations for Members to consider are set out above.

2. Evidence

- 2.1. The EDT Committee risk data detailed in this report reflects those key business risks that are managed by the Community and Environmental Services Departmental Management Team, and Senior Management Teams of the services that report to the Committee including amongst others Planning, and Economy and Highways. Key business risks materialising could potentially result in a service failing to achieve one or more of its key objectives and/or suffer a financial loss or reputational damage. The EDT risk register is a dynamic document that is regularly reviewed and updated in accordance with the

Council's Risk Management Policy and Procedures. The current risks are those linked to departmental objectives.

- 2.2. The Exceptions Report, in **Appendix B**, focuses on risks that have a current risk score of 12 and above with prospects of meeting the target score by the target date of amber or red. There is currently one risk that meets this criteria, as seen in this appendix.
- 2.3. The EDT risk register contains four corporate and departmental level (two at each level) risks that fall under the remit of this Committee. **Appendix C** provides the Committee members with a summary of these risks.
- 2.4. To assist Members with considering whether the recommended actions identified in this report are appropriate, or whether another course of action is required, a list of such possible actions, suggested prompts and challenges are presented for information in **Appendix D**.
- 2.5. For the prospects score of meeting the target score by the target date, the four risks have an amber prospects score. None of the risks have a red prospects score. Please see **Appendix E** for details of Prospects scoring.

3. Financial Implications

- 3.1. Whilst the likelihood of not delivering the NDR to its revised budget has significantly reduced, there remain project risks of not delivering the NDR to budget. This risk will remain open until the final account for the construction works is closed, which project officers are focussing on.

4. Issues, Risks and Innovation

- 4.1 There is an element of Risk RM14200 - Failure to meet NCC carbon reduction target, which is covered by the street lighting team, under the remit of EDT, reported to the Business and Property Committee. Risk RM001 - Infrastructure is not delivered at the required rate to support existing needs and the planned growth of Norfolk, is also reported to the Business and Property Committee.

5. Background

- 5.1. Background information regarding risk scoring, and definitions can be found in **Appendix E**.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:

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Risk Reconciliation Report

Significant changes* to the EDT departmental risk register since the last Environment, Development, and Transport (EDT) Committee Risk Management report was presented in October 2018.

Since the last Environment, Development, and Transport (EDT) Committee Risk Management report was presented in October 2018, there have been significant changes to one of the risks. These are as follows;

Significant progress against mitigations

RM14336 - Failure to construct and deliver the Great Yarmouth 3rd River Crossing (3RC) within agreed budget (£121m), and to agreed timescales (construction completed early 2023)

- A further gateway review has been completed to coincide with the award of contract decision making - the findings have been reported to the project board, with no significant concerns identified that undermine the project delivery.
- The commercial team leads will be in place for the start of the contract in January 2019.

* A significant change can be defined as any of the following;

- A new risk
- A closed risk
- A change to the risk score
- A change to the risk title, description, mitigations (where significantly altered), or significant progress against mitigations.

Risk Number	RM14336		Date of update		04 December 2018					
Risk Name	Failure to construct and deliver the Great Yarmouth 3rd River Crossing (3RC) within agreed budget (£121m), and to agreed timescales (construction completed early 2023)									
Risk Owner	Tom McCabe		Date entered on risk register		05 December 2017					
Risk Description										
There is a risk that the 3RC project will not be delivered within budget and to the agreed timescales. Cause: delays during statutory processes, or procurement put timescales at risk and/or contractor prices increase project costs. Event: The 3RC is completed at a later date and/or greater cost than the agreed budget, placing additional pressure on the NCC contribution. Effect: Failure to construct and deliver the 3RC within budget would result in the shortfall having to be met from other sources. This would impact on other NCC programmes.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	3	4	12	2	3	6	Jan-23	Amber
Tasks to mitigate the risk										
The project was agreed by Full Council (December 2016) as a key priority infrastructure project to be delivered as soon as possible. Since then, March 2017, an outline business case has been submitted to DfT setting out project costs of £120m and a start of work in October 2020. 80% of this project cost has been confirmed by DfT, but this will be a fixed contribution with NCC taking any risk of increased costs. Mitigation measures are:										
1) Project Board and associated governance to be further developed to ensure clear focus on monitoring cost and programme at monthly meetings.										
2) NCC project team to include specialist cost and commercial resource (bought in to the project) to provide scrutiny throughout the scheme development and procurement processes. This will include independent audits and contract/legal advice on key contract risks as necessary.										
3) Programme to be developed that shows sufficient details to enable overall timescales to be regularly monitored, challenged and corrected as necessary by the board.										
4) Project controls and client team to be developed to ensure systems in place to deliver the project and to develop details to be prepared for any contractual issues to be robustly handled and monitored.										
5) All opportunities to be explored through board meetings to reduce risk and programme duration.										
Overall risk treatment: Treat, with a focus on maintaining or reducing project costs and timescales										
Progress update										
The outline business case was submitted on 30 March 2017, and DfT confirmed approval of this following the autumn statement in November 2017. There is a risk that the scheme development could see changes to the scheme, and therefore to the agreed business case, and any changes will need to be addressed/agreed with DfT. Progress against actions are:										
1) Project board in place. Gateway review highlighted a need to assess and amend board attendance and this has been implemented. Progress update report provided to Audit Committee on 31 July 2018. A further gateway review has recently been completed to coincide with the award of contract decision making - the findings will be reported to the project board, but there were no significant concerns identified that undermine the project delivery.										
2) Specialist cost and commercial consultants have been appointed and will continue to review project costs. The first element of work for the cost consultant was to review current forecasts. They will continue to assess on a quarterly basis, reporting to the board and supporting the work of the commercial team which will be operational at the										

Progress update

start of the contract in January 2019. No issues highlighted to date and budget is considered sufficient - this work was used to update the business case submitted to and accepted by DfT.

3) An overall project programme has been developed and will be owned and managed by the dedicated project manager. Any issues will be highlighted to the board as the project is delivered. Programme updated to fully align procurement and DCO processes.

4) Learning from the NDR and experience of the commercial specialist support has been utilised to develop contract details ahead of the formal commencement of the procurement process, which was 27 February 2018. Further work has been ongoing and will feed into the engagement processes (competitive dialogue) with the bidders. The commercial team leads will be in place for the start of the contract.

5) The project board will receive regular (monthly) updates on project risks, costs and timescales. A detailed cost review is also planned to be delivered to the board ahead of the award of the contract, and will take into account the contractors tender pricing and associated project risk updates.

Norfolk County Council, Appendix C - EDT Risk Register Summary

Risk Register Name:		Appendix C - EDT Risk Register Summary										Red	↓ Worsening
Prepared by:		Thomas Osborne										Amber	↔ Static
Date updated:		December 2018										Green	↑ Improving
Next update due:		February 2019										Met	
Area	Risk Number	Risk Name	Risk Description	Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Prospects of meeting the Target Risk Score by the Target Date	Change in Prospects of meeting the Target Risk Score by the Target Date	Risk Owner	
Planning and Economy - Strategic Infrastructure	RM14336	Failure to construct and deliver the Great Yarmouth Third River Crossing (3RC) within agreed budget (£121m), and to agreed timescales (construction completed early 2023)	There is a risk that the 3RC project will not be delivered within budget and to the agreed timescales. Cause: delays during statutory processes, or procurement put timescales at risk and/or contractor prices increase project costs. Event: The 3RC is completed at a later date and/or greater cost than the agreed budget, placing additional pressure on the NCC contribution. Effect: Failure to construct and deliver the 3RC within budget would result in the shortfall having to be met from other sources. This would impact on other NCC programmes.	3	4	12	2	3	6	Amber	↔	Tom McCabe	
Planning and Economy - Strategic Infrastructure	RM14248	Failure to deliver the Broadland Northway within agreed budget (£205m)	There is a risk that the Broadland Northway will not be delivered within the revised budget. Cause: environmental and/or contractor factors affecting delivery within budget. Event: The Broadland Northway is completed at a cost greater than the agreed revised budget. Effect: Failure to deliver the Broadland Northway within the revised budget would result in the further shortfall having to be met from other budgets. This will impact on	3	3	9	3	3	9	Amber	↔	Tom McCabe	
Planning and Economy	RM14202	Insufficient drainage controls in place as new development continues to take place increasing local flood risk on site or downstream.	The SUDS (Sustainable Drainage Systems) Approving Body role recommended by the Pitt Review and included in the Flood and Water Management Act 2010 has been abandoned. Flood risk controls on new development is to be continued through the planning process. The Local Lead Flood Authority has been given a role as a statutory consultee but no funding to deliver this role. Without high levels of support, planning authority may continue to overlook flood risk in decision making.	3	3	9	3	2	6	Amber	↔	Nick Tupper	
Highways	RM14203	The allocation and level of funding for flood risk mitigation does not reflect the need or priority of local flood risk within Norfolk.	There are 37,000 properties at risk from surface water flooding caused by intense rainfall within Norfolk. Historically funding for flood risk management has focused on traditional defence schemes to protect communities from the sea and rivers and not surface water flooding. There is a risk that funding continues to ignore properties at risk of surface water flooding. This is exacerbated by a reduction in the overall level of funding from government and governments requirement to seek local contributions for schemes to be successful.	3	3	9	3	2	6	Amber	↔	Nick Tupper	

Risk management discussions and actions

Reflecting good risk management practice, there are some helpful prompts that can help scrutinise risk, and guide future actions. These are set out below.

Suggested prompts for risk management improvement discussion

In reviewing the risks that have met the exception reporting criteria and so included in this report, there are a number of risk management improvement questions that can be worked through to aid the discussion, as below:

1. Why are we not meeting our target risk score?
2. What is the impact of not meeting our target risk score?
3. What progress with risk mitigation is predicted?
4. How can progress with risk mitigation be improved?
5. When will progress be back on track?
6. What can we learn for the future?

In doing so, committee members are asked to consider the actions that have been identified by the risk owner and reviewer.

Risk Management improvement – suggested actions

A standard list of suggested actions have been developed. This provides members with options for next steps where reported risk management scores or progress require follow-up and additional work.

All actions, whether from this list or not, will be followed up and reported back to the committee.

Suggested follow-up actions

	Action	Description
1	Approve actions	Approve recommended actions identified in the exception reporting and set a date for reporting back to the committee
2	Identify alternative/additional actions	Identify alternative/additional actions to those recommended in the exception reporting and set a date for reporting back to the committee
3	Refer to Departmental Management Team	DMT to work through the risk management issues identified at the committee meeting and develop an action plan for improvement and report back to committee
4	Refer to committee task and finish group	Member-led task and finish group to work through the risk management issues identified at the committee meeting and develop an action plan for improvement and report back to committee
5	Refer to County Leadership Team	Identify key actions for risk management improvement and refer to CLT for action
6	Refer to Policy and Resources Committee	Identify key actions for risk management improvement that have whole Council 'Corporate risk' implications and refer them to the Policy and Resources committee for action.

Background Information

A **departmental risk** is one that requires:

- strong management at a departmental level thus the Departmental Management Team should direct any action to be taken.
- appropriate management. If not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key departmental objectives and/or suffer a significant financial loss or reputational damage.

Each risk score is expressed as a multiple of the impact and the likelihood of the event occurring.

- Original risk score – the level of risk exposure before any action is taken to reduce the risk
- Current risk score – the level of risk exposure at the time the risk is reviewed by the risk owner, taking into consideration the progress of the mitigation tasks
- Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks.

The prospects of meeting target scores by the target dates reflect how well the risk owners consider that the mitigation tasks are controlling the risk. It is an early indication that additional resources and tasks or escalation may be required to ensure that the risk can meet the target score by the target date. The position is visually displayed for ease in the “Prospects of meeting the target score by the target date” column as follows:

- Green – the mitigation tasks are on schedule and the risk owner considers that the target score is achievable by the target date.
- Amber – one or more of the mitigation tasks are falling behind and there are some concerns that the target score may not be achievable by the target date unless the shortcomings are addressed.
- Red – significant mitigation tasks are falling behind and there are serious concerns that the target score will not be achieved by the target date and the shortcomings must be addressed and/or new tasks introduced.

Environment, Development and Transport Committee

Report title:	Finance monitoring
Date of meeting:	18 January 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact This report provides the EDT Committee with financial monitoring information for the services reporting to this Committee for 2018-19.	

Executive summary

The services reporting to this Committee are delivered by Community and Environmental Services.

The 2018-19 net revenue budget for this committee is £103.521m and we are currently forecasting a £0.850m underspend for the services reporting to this committee

The total capital programme relating to this committee for the years 2018 to 2020 is £96.173m, with £50.878m currently profiled to be spent in 2018-19. Details of the capital programme are shown in section 3 of this report.

The balance of EDT Committee reserves as of 1 April 2018 was £27.434m. The reserves at the beginning of the year included committed expenditure, unspent grants and contributions which were carried forward from 2017-18. Details are shown in Section 4 of this report.

Recommendations:

Members are recommended to note:

- a) **The note 2018-19 revenue budget the Environment, Development and Transport Committee and the current forecast outturn position**
- b) **The Capital programme for this Committee.**
- c) **The balance of reserves brought forward to 2018-19 and the forecast use for 2019-20.**

1. Proposal

- 1.1. Members have a key role in overseeing the financial position for the services under the direction of this committee, including reviewing the revenue and capital position and reserves held by the service. Although budgets are set and monitored on an annual basis it is important that the ongoing position is understood and the previous year's position are considered.
- 1.2. This report reflects the budgets for 2018-19 budget and forecast outturn position as at the end of November 2018.

2. Evidence

- 2.1. The services reporting to this Committee are delivered by Community and Environmental Services which also manage services reporting to Communities Committee, Digital and Innovation Committee and Business and Property Committee.
- 2.2. The 2018-19 NET revenue budget for this committee is £103.521m.

	2018-19 Budget	2018-19 forecast Outturn	Forecast Variance	Actual spend to period 8
	£m	£m	£m	£m
Business Support and development	2.757	2.627	(0.130)	1.478
Culture and Heritage – Environment	1.113	1.113	0.000	0.575
Culture and Heritage – Historic Environment	0.250	0.250	0.000	0.190
Culture and Heritage – Planning	0.438	0.438	0.000	0.147
Highways and Waste				
Flood and Water management	0.419	0.419	0.000	0.196
Highways Operations	5.813	5.813	0.000	4.225
Major projects	0.360	0.360	0.000	0.217
Highways Network	0.827	0.827	0.000	0.950
Electrical services	9.397	9.397	0.000	3.170
Highways depreciation	26.248	26.248	0.000	
Travel and Transport Services	14.450	14.450	0.000	15.779
Residual Waste	23.591	23.191	(0.400)	14.786
Recycling and Closed landfill sites	17.172	16.852	(0.320)	9.207
Total highways and Waste	98.839	98.619	(0.720)	
Infrastructure and Economic Growth	0.686	0.686	0.000	0.776
Total for Committee	103.521	102.671	(0.850)	51.695

2.3. Forecast Variances:

We are currently forecasting £0.130m underspend in Business support and development due to the management of staff costs. When the budget is set we assume there will be some turnover of staff, where we are able to manage vacancies we will hold posts that don't require them to be filled immediately.

As previously reported to committee we are anticipating an underspend in the Household waste recycling centres budget, which is now reflected in the forecasts, we will continue to monitor activity throughout the rest of the year.

- 2.4. Based on the current view of waste tonnages we are forecasting an underspend on residual waste and payments in recycling credits.

Residual waste is reducing in year, the projection has dropped from the budgeted allowance of 214,133 tonnes to a forecast worst case of 213,358 tonnes, There is also a one off in year benefit of an over accrual for expected tonnages at the end of 21017/18 that did not arise, equivalent to 3,600 tonnes.

Also, recycling credits the claims for garden waste have dropped in year, due to the weather, to date we have seen a drop of around 1,400 tonnes.

3. Capital Programme

- 3.1. The total capital budget for the services reporting to this committee is £96.173m, with £50.878m profiled for delivery in 2018-19.

Table 3 Capital Programme			
	2018-19	2019-20	Total Programme
	£m	£m	£m
Major Schemes	8.345	13.206	21.551
Bus Infrastructure Schemes	0.160	0.070	0.230
Bus Priority Schemes	0.500		0.500
Public Transport Interchanges	0.140	0.090	0.230
Cycling schemes (County)	0.575	1.855	2.430
Cycling schemes (Norwich "City Cycle Ambition 2")	0.460		0.460
Walking schemes	0.794	0.756	1.550
Road Crossings	0.245	0.261	0.506
Local Road Schemes	4.034	6.229	10.263
Great Yarmouth sustainable transport package (LGF Funded)	2.798	0.900	3.698
Attleborough Sustainable transport package (LGF Funded)	1.950	1.100	3.050
Thetford Sustainable Transport package (LGF Funded)	1.200	0.675	1.875
Traffic management and calming	0.929	0.010	0.939
Local Safety Schemes	0.250	0.250	0.500
Other Schemes, Future fees and Carry over costs	0.559	0.559	1.118
Integrated transport	22.939	25.961	48.900
Structural Maintenance	31.885	32.465	64.350
Total Highways programme	46.479	45.22	91.699
Other capital schemes			
Transport related budget - clean bus technology	0.036		0.036
Public Access - related projects	0.350		0.350
Waste management	4.013	0.075	4.088
	4.399	0.075	4.474
Total Programme	50.878	45.295	96.173

- 3.2. The highways programme reflects the current known funding. The service has a strong track record of securing additional external funding which will be added to the programme as this gets confirmed.
- 3.3. The programme is actively managed throughout the year to aim for full delivery within the allocated budget. Schemes are planned at the start of the year but may be delayed for a variety of reasons e.g. planning consent or public consultation. When it is identified that a scheme may be delayed then other schemes will be planned and progressed to ensure delivery of the programme and the original schemes will be included at a later date. Over / (under) spends and slippage will be carried forward and delivered in future years.

4. Reserves 2017-18

- 4.1. The Council holds both reserves and provisions.
- 4.2. Provisions are made for liabilities or losses that are likely or certain to be incurred, but where it is uncertain as to the amounts or the dates which they will arise. The Council complies with the definition of provisions as contained within the CIPFA Accounting Code of Practice.
- 4.3. Reserves are either reserves for special purposes or to fund expenditure that has been delayed and in many cases relate to external Grants and Contributions. They can be held for a specific purpose, for example where money is set aside to replace equipment or undertake repairs on a rolling cycle, which can help smooth the impact of funding.
- 4.4. Or reserves can be held as General balances, these are not earmarked for a specific purpose. General balance reserves would be held to help the Council to manage unplanned or unforeseen events. This committee doesn't hold any general balances.
- 4.5. The reserves relating to this committee are held for special purposes or to fund expenditure that has been delayed, and in many cases relate to external grants and contributions.
- 4.6. A number of the reserve balances relate to external funding where the conditions of the grant are not limited to one financial year and often are for projects where the costs fall in more than one financial year.
- 4.7. Services continue to review the use of reserves to ensure that the original reasons for holding the reserves are still valid.
- 4.8. The balance of unspent grants and reserves as at 1st April 2018 stood at £27.434m
- 4.9. Table 4 below shows the balance of reserves held and the current forecast usage for 2018-19.

4.10

	Balance at 1 April 2018 £m	Forecast balance 31 March 2019 £m	Forecast Net Change £m
Table 4: EDT Committee reserves			
Culture, Heritage and Planning			
Historic Buildings	(0.079)	(0.043)	0.037
Income Reserve	(0.080)	(0.084)	(0.004)
R and R Fund	(0.079)	(0.038)	0.041
Unspent Grants and Contributions Reserve	(0.060)	(0.036)	0.024
Culture, Heritage and Planning Total	(0.299)	(0.201)	0.097
Highways, Transport and Waste			
Bus Service De-registration reserve	(0.031)	(0.031)	0.000

Demand Responsive Transport	(0.004)	(0.004)	0.000
Highways Maintenance	(5.796)	(5.590)	0.206
Information Technology	(0.005)	(0.005)	0.000
Landfill Provision	(12.357)	(12.278)	0.079
Park and Ride Refurb Reserve	(0.012)	(0.012)	0.000
Provision for Bad Debts	(0.037)	(0.037)	0.000
Public Transport Commuted Sums	(0.389)	(0.389)	0.000
R and R Fund	(0.237)	(0.172)	0.065
Street Light PFI Sink Fund	(5.051)	(4.177)	0.874
Unspent Grants and Contributions Reserve	(2.065)	(2.065)	0.000
Waste Management Partnership	(0.869)	(0.669)	0.200
Highways, Transport and Waste Total	(26.852)	(25.428)	1.423
Head of Support and Development	(0.180)	(0.180)	0.000
Economic Development			
Economic Dev and Tourism	(0.104)	(0.104)	0.000
Grand Total	(27.434)	(25.913)	1.521

4.11 The department will continue to review the planned use of reserves throughout the year.

4.12 Significant reserves balances

	Balance 1 April 2018 £m	Reason for holding
Highways and Waste		
Closed Landfill Provision	12.357	Provision for the long term impairment costs arising from Closed Landfill sites. We have a legal duty to hold a provision for the future maintenance of Council owned closed landfill sites
Street lighting PFI	5.081	Reflects receipt of the government PFI grant for the Street Lighting contract, which will be needed to meet the future financial years to meet contract payments.

5. Financial Implications

5.1. There are no decisions arising from this report and all relevant financial implications are set out in this report.

6. Issues, risks and innovation

6.1. This report provides financial performance information on a wide range of services in respect of this committee.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

Officer name : Andrew Skiggs

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Email address : Andrew.skiggs@norfolk.gov.uk



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Environment, Development and Transport Committee

Report title:	Forward Plan and decisions taken under delegated authority
Date of meeting:	18 January 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact Providing regular information about key service issues and activities supports the Council's transparency agenda and enables Members to keep updated on services within their remit. It is important that there is transparency in decision making processes to enable Members and the public to hold the Council to account.	

Executive summary

This report sets out the Forward Plan for EDT Committee. The Forward Plan is a key document for this committee to use to shape future meeting agendas and items for consideration, in relation to delivering environment, development and transport issues in Norfolk. Each of the Council's committees has its own Forward Plan, and these are published monthly on the County Council's website. The Forward Plan for this Committee (as at 5 December) is included at Appendix A.

This report is also used to update the Committee on relevant decisions taken under delegated powers by the Executive Director (or his team), within the Terms of Reference of this Committee. There are two relevant delegated decisions to report to this meeting.

Recommendations:

Members are recommended to:

- 1. Review the Forward Plan at Appendix A and identify any additions, deletions or changes to reflect key issues and priorities the Committee wishes to consider.**
- 2. To note the delegated decisions taken as set out in Section 2.**

1. Forward Plan

- 1.1. The Forward Plan is a key document for this committee in terms of considering and programming its future business, in relation to EDT issues in Norfolk.
- 1.2. The current version of the Forward Plan (as at 5 December) is attached at Appendix A.
- 1.3. The Forward Plan is published monthly on the County Council's website to enable service users and stakeholders to understand the planning business for this Committee. As this is a key document in terms of planning for this Committee, a live working copy is also maintained to capture any changes/additions/amendments identified outside the monthly publishing schedule. Therefore, the Forward Plan attached at Appendix A may differ slightly from the version published on the website. If any further changes are made to the programme in advance of this meeting they will be reported verbally

to the Committee.

2. Delegated decisions

2.1. The report is also used to update on any delegated decisions within the Terms of Reference of this Committee that are reported by the Executive Director as being of public interest, financially material or contentious. There are two relevant delegated decisions to report for this meeting.

2.2. **Subject: Petition: request to lower a speed limit through Tasburgh and also requesting other speed reduction measures (speed camera, speed awareness sign and crash barriers) following a fatal collision**

Decision: To agree the response to the lead petitioner. The response highlighted that there is already a plan to extend the 50mph limit further, that a 40mph limit would not be suitable for this road and that the Local Member has agreed to commit their Local Member Budget to enable crash barriers to be installed.

Taken by: Executive Director, in consultation with the EDT Committee Chair and Vice Chair, and the Local Member (Cllr Alison Thomas)

Taken on: 12 November 2018

Contact for further information: Dave Stephens – Team Manager, Network Safety
Email dave.stephens@norfolk.gov.uk
Phone 0344 800 8020

2.3. **Subject: Norfolk Boreas Offshore Windfarm - Consultation by Vattenfall**

Decision: To respond to the consultation. The response supported the principle of this offshore renewable energy proposal, which is consistent with national renewable energy targets and objectives. A number of detailed comments were also made.

A copy of the full consultation response can be provided to Members, on request.

Note that this decision was made under the urgent decision process.

Taken by: Executive Director, in consultation with the EDT Committee Chair and Vice Chair

Taken on: 28 November 2018

Contact for further information: Jon Winnett – Highway Engineer
Email jon.winnett@norfolk.gov.uk
Phone 0344 800 8020

3. Financial Implications

3.1. There are no financial implications arising from this report.

4. Issues, risks and innovation

4.1. There are no other relevant implications to be considered by Members.

5. Background

5.1. N/A

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

Officer name : Sarah Rhoden

Tel No. : 01603 222867

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Appendix A - Forward Plan for EDT Committee

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
Meeting: Friday 8 March 2019			
Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies they sit on	None	To receive feedback	Members
Adoption of the Norfolk Access Improvement Plan (NAIP)	None	To agree to adopt Norfolk County Council's 10 year Norfolk Access Improvement Plan (which incorporates the Rights of Way Improvement Plan for Norfolk).	Countryside Manager (Trails and Projects) Andrew Hutcheson
Review of Norfolk County Council's Planning Obligations Standards (April 2019)	None	To agree updated / amended Planning Obligations Standards (2019)	Principal Planner (Stephen Faulkner)
Great Yarmouth Third River Crossing	None	Post Stage 3 consultation update for members & update on DCO application.	David Allfrey, Infrastructure Delivery Manager
Norwich Western Link	None	Post consultation update for members & general project update.	David Allfrey, Infrastructure Delivery Manager
Highways Winter Service Review	None	To agree the future Highways Winter Maintenance strategy	Assistant Director Highways and Waste (Nick Tupper)
Norfolk Minerals and Waste Local Plan Review 'Preferred Options' consultation	None	To approve the draft document to be published for public consultation for a minimum of six weeks.	Head of Planning (Nick Johnson)
Recycling Centre Improvement Programme	None	Provide an update on recycling centre improvements including the replacement Mile Cross Recycling Centre, King's Lynn	Waste Infrastructure Manager (Nicola Young)

Appendix A - Forward Plan for EDT Committee

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
		Recycling Centre relocation and the budget and programme for further site improvements.	
Recommendations of the Greater Norwich Development Partnership Board	TBA	To consider the recommendations of the GNDP Board	Principal Planner (Phil Morris)
Market Towns Transport Network Improvement Strategies	None	To agree the Network Improvement Strategies undertaken during 2018	Interim Team Leader Transport (David Cumming)
Endorsement of new members / refreshed members on the Norfolk Local Access Forum (NLAF)	None	Endorsement of recommendations made by NLAF recruitment selection panel (which will be comprised of members of NCC Environment Team plus the current chair and vice chair of the NLAF)	Project Officer, Environment Team (Su Waldron) Green Infrastructure Team Leader Sarah Abercrombie
Brown Tourist Information Signs Policy	No	To review and consider the policy.	Assistant Director Highways and Waste (Nick Tupper)
Performance management	None	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	None	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson) / Risk Management Officer (Thomas Osborne)
Finance monitoring	None	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)

Appendix A - Forward Plan for EDT Committee

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
Forward Plan and decisions taken under delegated authority	None	To review the Committee's forward plan and agree any amendments/additions and to note the decisions taken under delegated authority	Head of Support and Development (Sarah Rhoden)