

# Infrastructure and Development Select Committee

Date: **28 January 2021**  
Time: **10am**  
Venue: **Virtually via Microsoft Teams**

To view the meeting please follow this link: <https://youtu.be/QoFtEezufOs>

Members of the Committee and other attendees: **DO NOT** follow this link, you will be sent a separate link to join the meeting.

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

## Membership:

Cllr Barry Stone (Chair)  
Cllr Graham Middleton (Vice-Chair)

Cllr Mick Castle  
Cllr Stuart Clancy  
Cllr Jess Barnard  
Cllr Claire Bowes  
Cllr Tim East  
Cllr Brian Iles

Cllr Mark Kiddle-Morris  
Cllr Beverley Spratt  
Cllr Vic Thomson  
Cllr Colleen Walker (Spokes)  
Cllr Brian Watkins (Spokes)

**For further details and general enquiries about this Agenda please contact the  
Committee Services Officer, Nicola Ledain:  
email [committees@norfolk.gov.uk](mailto: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**

To confirm the minutes of the meeting held on 11 November 2020.

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**3 Members to Declare any Interests**

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

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

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

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

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

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

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

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

**5 Public Question Time**

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)) by **5pm Monday 25 January 2021**. For guidance on submitting a public question please visit [www.norfolk.gov.uk/what-we-do-and-how-we-](http://www.norfolk.gov.uk/what-we-do-and-how-we-)

[work/councillors-meetingsdecisions-and-elections/committees-agendas-and-recent-decisions/ask-aquestion-to-a-committee](#)

## 6 Local Member Issues/Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given. Please note that all questions must be received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)) by **5pm Monday 25 January 2021**.

## 7 Flooding

Verbal update by the Executive Director of Community and Environmental Services.

## 8 Adult Learning Annual Plan

Report by the Executive Director of Community and Environmental Services.

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## 9 Norfolk Library and Information Service Update

Report by the Executive Director of Community and Environmental Services.

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## 10 Progress with the Rights of Way Improvement Plan (ROWIP)

Report by the Executive Director of Community and Environmental Services

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## 11 Forward Work Plan

Report by the Executive Director of Community and Environmental Services

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### Group Meetings:

Conservative	9:00am
Labour	9:00am
Liberal Democrats	9:00am

Tom McCabe  
Head of Paid Service  
Norfolk County Council  
County Hall  
Martineau Lane  
Norwich  
NR1 2DH

Date Agenda Published: Wednesday 20 January 2021



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# Infrastructure and Development Select Committee

**Minutes of the Meeting Held on Wednesday 11 November 2020**

**10.00am, held virtually via Microsoft Teams**

**Present:**

Cllr Barry Stone – Chair

Cllr Graham Middleton (Vice-Chair)

Cllr Mick Castle

Cllr Danny Douglas

Cllr Claire Bowes

Cllr Tim East

Cllr Mark Kiddle-Morris

Cllr Beverley Spratt

Cllr Vic Thomson

Cllr Colleen Walker

Cllr Brian Watkins

**Cabinet Members Present:**

Cllr Margaret Dewsbury

Cllr Graham Plant

Cabinet Member for Communities and Partnerships

Cabinet Member for Growing the Economy

**Also Present:**

Tom McCabe

Sarah Rhoden

Matt Tracey

Grahame Bygrave

Ninan Xu

John Jones

Steve Miller

Mark Ogden

Sophie Leney

Vince Muspratt

Executive Director for Community & Environmental Services.

Assistant Director, Performance and Governance, CES

Growth & Infrastructure Group Manager

Director of Highways and Waste, CES

Infrastructure and Economic Growth Project Officer

Head of Environment

Director, Heritage and Culture

Flood and Water Manager

Head of Trading Standards

Director, Growth and Development, CES

**1. Apologies and substitutions**

- 1.1 Apologies were received from Cllr Jess Barnard (Cllr Danny Douglas substituted)

**2. Minutes**

- 2.1 The minutes of the meeting held on 16 September 2020 were agreed as a correct record.

**3. Declarations of Interest**

- 3.1 Cllr Tim East declared an 'other' interest in item 11, CES Enforcement Policy.

**4. Items of Urgent Business**

- 4.1 There were no items of urgent business.



## **5. Public Question Time**

- 5.1 No public questions were received.

## **6. Local Member Issues / Questions**

- 6.1 The list of Local Member questions/issues is attached at Appendix A.
- 6.2 In response to the supplementary issue, the Executive Director for Community and Environmental Services replied that they have a member approved speed management policy and as Officers, they do not have the discretion to work outside of that policy and there was strict criteria as to what met that 30mph policy. Drivers unknown to the area should judge by the local surroundings what speed they should travel. If Anglia Water introduced the geocasing that would go a long way to meeting the resident's concerns.

## **7. Environmental Policy - Update**

- 7.1 This current report provides a further update for the Infrastructure and Development Committee including progress with carbon reporting, tree planting, a concept for a land management exemplar project and the timetable for internal engagement with staff and members.
- 7.2 The following points were noted in response to questions from the Committee:
- 7.2.1 The original idea was to plan a tree for every resident of Norfolk totally 900k trees. However, it was felt that 1 million trees was a more appropriate number. Tree planting had to be carried out at the right time of year and working with local communities to find the right locations had been impacted due to Covid-19 but hard work was still being put into the planting. Planting had taken place, albeit less than had wished. There would be bursts of activity due to the nature of the planting. A pledge had also been shared with all other local authorities.
- 7.2.2 With regards to sourcing and funding the trees, there had been a procurement exercise carried out through the corporate procurement team and there are economies of scale sourcing so many trees. There had been successful grants sourced through Woodland Trust and part of a Defra funding initiative.
- 7.2.3 Although it had been appreciated that some work had been delayed due to national circumstances, more detail of what had happened to move the policy on would be beneficial to the Select Committee and this would be circulated.
- 7.2.4 Any contracts procured were certainly being driven by the policy to ensure it met the standards of NCC's ambition.
- 7.2.5 Although it was an ambitious target to reduce carbon to net zero by 2030, NCC were committed to the challenge.
- 7.2.6 **The Select Committee asked**
- 7.3 The Select Committee **RESOLVED**
1. To Review and comment on progress to date to deliver the objectives of the Environmental Policy.

2. To note the timetable and actions to engage and consult across the whole organisation on carbon reduction measures

## **8 Current Position of the Norfolk Economy**

- 8.1 The Select Committee received the annexed report (8) which explained how large the impact of Covid -19 has been on people and business in the county. It also summarised the substantial response to the challenge and how NCC had moved quickly to plan the support for the economy, introducing programmes and fast-tracking project delivery to revive the economy.
- 8.2 The Cabinet Member for Growing the Economy introduced the report and explained that the report provided an economic snapshot around the impact of Covid-19 and how it had affected the local economy.
- 8.3 The following points were noted in response to questions from the Committee:
  - 8.3.1 Although there was concern over retailers in the City Centre who had to close during lockdown compared to some retailers in outer retail parks, this was unfortunately due to Government guidelines regarding Covid-19.
  - 8.3.2 There was currently a survey being undertaken to discover gaps in the service regarding business start up grants so there wasn't a repeat of delivering the same services.
  - 8.3.3 The furlough scheme had enabled business to remain stable where otherwise they may have not. The real value of furlough and the approach that the Government had taken won't be realised until some time after the pandemic.
  - 8.3.4 The street closure scheme in St Benedicts could possibly be re-considered if there was a request and strong representation from City Council.
- 8.3 The Select Committee **RESOLVED** to
  1. To note the impact of COVID-19 on the Norfolk economy and the measures being taken to mitigate
  2. To Acknowledge the work done to date and the direction of travel of the Council's economic recovery work

## **9 Norfolk Strategic Infrastructure Delivery Plan (NSIDP)**

- 9.1 The Committee received the annual report which outlined Norfolk's high-level strategic infrastructure priorities for the next 10 years, pulling together information on key projects needed to support planned development and deliver economic growth in Norfolk.
- 9.2 The following points were noted in response to questions from the Committee:
  - 9.2.1 There had been additional pressures with the impact of Covid-19 which had affected changes being made. Although it was disappointing to not have received the full amount of funds through the transforming cities bid, there were still significant opportunities and a number of funding sources, particularly with the Covid recovery.

- 9.2.2 The population of Great Yarmouth and the surrounding villages are near to that of Norwich. Great Yarmouth also brings a substantial amount of tourism, and therefore the potential for rail should be maximised for these areas. It was felt that the document needed to be strengthened in this area. Although the document was focused on schemes that were agreed, NCC were leading the discussion on the Vauxhall roundabout.
- 9.2.3 The proposed road schemes would also bring in opportunities for cycle routes which in turn helps sustainable development, healthier lifestyle etc. The road schemes were not just the creation of tarmac.
- 9.2.4 Rail capacity and in particular the Trowse Swingbridge was a vital part in terms of East Norwich Regeneration proposal. Work was currently being undertaken with landowners, Local Enterprise Partnership and Homes England.
- 9.2.5 The regeneration for Yarmouth had been made particularly prominent due to the acceleration of change to shopping patterns in the last few months.
- 9.3 The Committee **RESOLVED** to:  
The Select committee supports the 2020 iteration of the Norfolk Strategic Infrastructure Delivery Plan, and recommends its formal adoption by the Cabinet.

## **10 Local Flood Risk Management Strategy Review**

- 10.1 The Select Committee received the report which explained that Officers had reviewed the existing policies in the Local Flood Risk Management Strategy against new and emerging national strategies and policies. This had resulted in the proposal of 3 new policies and minor updates to our existing policies. These proposed changes had been shared with Risk Management Authorities across Norfolk for comment.
- 10.2 The following points were noted in response to questions from the Committee:
- 10.2.1 More information from coastal District Councils and the Environment Agency would be sought regarding frequency of tidal flooding and erosion and the potential costs to the County if defences were abandoned. The Flood and water Team Manager did explain that Shoreline Management Plans were being reviewed but the mapping for the Flood Zones had remained the same..
- 10.2.2 The flooding of roadside ditches were the responsibility of the landowner. It was best practice to speak to the relevant Highway Engineer first who would in turn speak to the landowner to see if they could clear the ditch out, rather than clear them out then charge the landowner. Most landowners are helpful and would take action themselves.
- 10.2.3 Any property, residential or commercial, that gets flooded internally would be offered a grant towards property protection. In areas where there is a lot of private drainage and the state of the drainage is unknown and more work needed to be carried out on a local level to engage with the local communities to find more about the drainage capacity and opportunities for improvements.

- 10.3 The Committee **RESOLVED**:
1. To support the draft new policies and amended existing policies for the Local Flood Risk Management Strategy for adoption by Cabinet with amendments made following a public consultation.
  2. To note the work undertaken in the last 5 years on local flood risk and drainage as set out in Appendix B.

## 11. **CES Enforcement Policy**

- 11.1 The Select Committee received the report which outlined that the Policy had been reviewed and updated to reflect recent changes to legislation and guidance. A revised CES Enforcement Policy which was attached as an Appendix had been produced, with proposed changes highlighted in yellow, supported by explanatory notes. Once adopted, the Policy would be published via the NCC web pages.
- 11.2 The following points were noted in response to questions from the Committee:
- 11.2.1 The word 'enforcement' in the title of the policy suggested to members of the public that enforcement would always be taken. However, enforcement is one of a number of actions that can be taken to achieve compliance. It was suggested that the policy could be retitled such as 'Compliance and Enforcement Policy'.
- 11.2.2 The Committee were gratified by the approach taken in the Policy.
- 11.3 The Committee **RESOLVED**:
1. To review and comment on the revised CES Enforcement Policy at Appendix A and its annex documents (A-1 to A-6), prior to consideration by Cabinet
  2. To note the 2019/20 enforcement performance data provided at Appendix B, and summary of stakeholder engagement at Appendix C.
  3. To recommend that the policy be retitled the CES Compliance and Enforcement Policy

## 12. **Forward Work Programme**

- 12.1 The Select Committee received the report by the Executive Director of Community and Environmental Services setting out the Forward Work Programme to enable the Committee to review and agree it.
- 12.2 It was noted by the Committee that there were large reports being published for the meeting in January, and these were all reports that the Committee had requested.
- 12.3 The Select Committee reviewed the report and **RESOLVED** to
- **Agree** the Forward Work Programme for Infrastructure & Development Select Committee.

The meeting closed at 12.40pm

## Chairman



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# Infrastructure and Development Select Committee

Item No. 8.

<b>Report title:</b>	<b>Adult Learning Annual Plan</b>
<b>Date of meeting:</b>	<b>28 January 2021</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr Margaret Dewsbury (Cabinet Member for Communities and Partnerships)</b>
<b>Responsible Director:</b>	<b>Tom McCabe (Executive Director, Community and Environmental Services)</b>

## **Introduction from Cabinet Member**

The Adult Learning service delivers a comprehensive and high-quality teaching, learning and assessment service to adults in Norfolk, with 10,000 learner registrations in the 2019-20 academic year.

Adult Learning is externally funded through the Department for Education and tuition fee income and is subject to Ofsted inspection. The service was inspected in January 2020 and judged to be a good provider.

The service has delivered exceptional performance in the 2019-20 academic year, against a backdrop of the challenges of the Covid-19 pandemic, and has performed significantly above national performance indicators in Further Education, which declined significantly, and this led to a range of highly successful outcomes for Norfolk residents.

For example:

- By the beginning of April 2020, as a result of the first national lockdown, Adult Learning was among only 6% of adult education providers nationally who had moved 100% online (from a position of 98% of courses delivered in the physical classroom prior to lockdown)
- In a year when nationally Further Education achievement rates dropped by 24%, in comparison with the previous academic year, due to the impact of the pandemic, Adult Learning did not allow the pandemic to damage the outcomes of its learners and, in fact, increased the achievement rates of learners in Norfolk by 3%
- GCSE achievement increased by 28% to 91%

There are further examples of this outstanding performance within this report.

The annual plan set out in this paper has been developed to reflect the changing demands of the current landscape and is closely aligned to both local and national priorities and responds to the needs of the county as a result of the impact of Covid.

## Executive Summary

Adult Learning is proud that it plays a significant role in enabling adult learners in Norfolk to gain the skills, knowledge and qualifications they need to progress into and within employment or on to further learning. The service also plays a key role in the county by using learning to support residents to be healthy, connected, safe, resilient and independent.

In the 2019-20 academic year, the Adult Learning service's performance was exceptional. The service combined its strong ambition, vision and intent, with the determination and outstanding commitment of its staff and a highly effective delivery of its learning programmes - and this has had an enormously positive impact on Norfolk residents. In the face of the impact of the Covid-19 pandemic, Norfolk's Adult Learning service performed significantly above national trends in Further Education.

A few examples demonstrate this exceptional work:

- The service increased its delivery of online learning from 100 learners in early March to 3,000 learners enjoying teacher-led teaching, learning and assessment online by the end of the academic year. The service has taken the lead nationally in the development of teacher-led online learning
- In a year when most adult education providers failed to achieve their Department for Education funding allocations due to under-recruitment of learners as a result of the pandemic, Adult Learning over-achieved against its contract to 102.86%. For Norfolk residents this meant that the service did not allow the pandemic to damage the opportunities available to them to learn new skills and achieve. In addition, this success will bring an additional £107,000 into the service in the next academic year to enable an increase in learning opportunities for residents
- In a year when nationally there was a 19% decline in adult participation on qualification courses, Adult Learning increased participation on qualification courses in Norfolk by 24% in the same period
- The service's innovative new online wellbeing programme has provided a lifeline to residents by supporting them to overcome the social isolation and loneliness that they have felt as a result of the pandemic and to feel more connected.

This Adult Learning Annual Plan outlines how the Adult Learning service proposes to use its external funding and tuition fee income going forward, to respond to the emerging social and economic impact of the pandemic in Norfolk. This service has a big part to play in supporting Norfolk to overcome the challenging situation that it finds itself in as a result of Covid-19 – and the service will use its evidence-based approach, together with extensive partnership working, to take this on.

The service's strong performance has placed it in a good position to access new external funding as and when it becomes available and has already secured £700,000 by becoming a delivery partner on a health and social care training project over the next two years.

The key areas where the service will have an impact are:

- Working with people to give them the skills, knowledge and qualifications they need to get into and progress in work – both in terms of the foundation skills, such as English, maths, digital and wider employability skills, including business start-up skills; progression into vocational and apprenticeship programmes, such as health and social care and accountancy; and the higher level leadership skills that enable individuals to progress, as well as progression into higher education in the health and social care professions
- Providing wide-ranging support for residents and communities through the service's health and wellbeing programmes, including healthy eating and lifestyle courses; personal finance to support residents who are struggling with their financial circumstances; and programmes aimed at overcoming loneliness, social isolation and mental wellbeing, such as the highly successful 'Creation in Isolation' workshops
- Enabling residents with learning disabilities to access learning and work and to live independent lives through our Independent Living Skills programme
- Enabling families to support their children to be school ready through the service's family learning programme, including targeting families at risk due to county lines
- Raising aspirations and social mobility in the county through the service's comprehensive Careers information, advice and guidance service, which was praised by Ofsted
- Increasing the generation of new income, including through full cost provision, to support the cost of delivery of the service's key priorities. The service's online courses have become highly successful and new fee income will be generated by promoting them beyond Norfolk and to the business sector.

### **Actions required**

- 1. To note Adult Learning's performance outcomes and contribution to Norfolk priorities**
- 2. To consider and comment on the Adult Learning Annual Plan for 2020-21 and beyond**



# **1. Background and Purpose**

## **1.1. Funding and Income**

The Adult Learning service is a Further Education adult learning provider, externally funded through grant funding from central Government's Education and Skills Funding Agency (£4,057,352), student loans (£245,000) and tuition fees (£550,000), which together total £4,852,352. This funding is earned through the delivery of teaching, learning and assessment across Norfolk. 20% of the Government funding the service earns for qualification courses is linked to the achievement of each learner.

The service expects to find the achievement of the tuition fee element of its income challenging in the current environment, as more of its learners are entitled to fully funded courses, and as a result of course suspensions due to the pandemic. The service will recover lost income due to the pandemic through the Ministry of Housing, Communities and Local Government (MHCLG) loss of income scheme and the Covid recovery grant.

As a result of the service's over-performance in the 2019-20 academic year, it will receive an additional £107,000 from the Department for Education (January 2021) to enable the service to increase its delivery in Norfolk.

In addition, Adult Learning has become a delivery partner to a European Social Fund project 'Developing Skills in Health and Social Care – Norfolk and Suffolk'. Delivery on this project will commence in January 2021 and run for two years. The service's projected income from this project is around £700,000.

## **1.2. Adult Learning performance outcomes and contribution to Norfolk priorities**

The 2019-20 academic year was an exceptional year for the Adult Learning service, in which the service combined its strong ambition, vision and intent, with the outstanding commitment of its staff and a highly effective delivery of its learning programmes, and this has had an enormously positive impact on Norfolk residents

It is testimony to the Adult Learning service that in the face of the impact of the pandemic:

- The service continued to deliver teaching and learning effectively to adult learners across Norfolk and achieved 102.86% of its Education and Training funding target, securing additional funding for Norfolk, which will enable the service to deliver additional courses to residents in the next academic year
- By the beginning of April 2020, as a result of the national lockdown, the service was among the 6% of adult education providers nationally who had moved 100% of their learning programmes online and by the end of the academic year had delivered online learning to 3,000 learners. In the space of just under three weeks the service moved from 98% classroom delivery to 100% tutor-led online delivery. Several hundred learners were supported by staff across the service to gain the digital skills they needed to learn online
- The service secured 10,000 registrations from adult learners in Norfolk across the academic year

- Attendance of learners improved to 86% (an increase of 1% on the previous year)
- In a year when there was a national decline in adult participation on qualification courses of over 19%, the service increased participation on qualifications courses in Norfolk by 12%
- The service increased learner achievement on qualification courses by 3% when national achievement rates dropped by 24% in the same period.
- In the space of a few summer weeks, the service submitted around 1,500 teacher-assessed learner outcomes to the awarding bodies. The enormity of this task was balanced by the highly successful outcomes achieved by the service's learners. The restrictions on face to face activity meant that 250 accountancy learners faced delays with their examinations, which they were ultimately able to take in the hastily-converted canteen at County Hall over a 6-week period in August and September. The service has remained determined to prioritise 'getting our learners through' because we know that this most definitely makes the difference between being able to get a job or not.
- GCSE achievement saw an outstanding increase in performance with a 28% increase in achievement to 91% overall
- 24% of learners progressed into Further Education, 7% into Higher Education and 28% are in employment.
- 100% of the service's apprentices who completed their apprenticeship in this academic year have remained in valuable long-term employment.
- The service's robust observation process evidences that learners benefited from highly effective teaching, learning and assessment
- The service very quickly developed a highly successful new online community learning programme to support residents to overcome isolation and loneliness and to improve their mental well-being through lockdown. This mitigated the loss of the service's extensive summer term physical activity classes, where more than 2,000 enrolments were lost due to the restrictions. The loss of these enrolments led to a 34% drop in community learning registrations in Norfolk (nationally the drop in community learning enrolments was 50%)
- The service's self-financed Leisure programme generated an income of £292K in the 2019-20 financial year with 1,496 learners. The impact of Covid-19 on this programme was significant in the summer term, with creative and language courses successfully moving online and some of the most popular courses, silversmithing and pottery, unable to continue for the rest of the academic year. The languages programme has remained online, and this is attracting a wider geographic demographic across Norfolk.

**Appendix 1** contains the performance information in the Adult Learning Self-Assessment Report (SAR) 2019-20. This report is a key requirement for Ofsted and is

produced each year. It critically evaluates the service's performance against Ofsted's Education Inspection Framework.

### 1.3. Ofsted Inspection

In the 2019-20 academic year, in January 2020, the service was inspected by Ofsted and judged to be a Good provider. A copy of the service's Ofsted Inspection Report is in **Appendix 2**. In particular, Ofsted commended the service for its evidence-based approach to curriculum planning and the inclusive way in which it delivers teaching and learning.

## 2. **Proposals**

2.1. The proposal is for Members to consider and comment on the Adult Learning Annual Plan.

### 2.2. Intent - The Adult Learning Vision

Our vision is that:

*"We anticipate and respond to the needs of individuals, communities, employers and Norfolk's economy through the delivery of outstanding, inspirational and highly flexible learning".*

### 2.3. Intent – The Adult Learning Annual Plan

Adult Learning uses its funding and income to contribute to the existing and emerging areas of need in Norfolk, including the strategic objectives of Norfolk County Council, as detailed in the Council's *Together for Norfolk* 6-year plan.

In revisiting the plan, the service has used evidence-based research and extensive partnership working to identify the key drivers for the future delivery of its courses. These drivers include the emerging challenges that result from the pandemic, such as increased unemployment, the growth in mid-career changes, increased number of people seeking jobs, the issues surrounding digital inclusion and how to support residents to access online services and benefit from internet technology. In addition, there are issues related to loneliness, isolation, anxiety and mental and physical wellbeing, as well as increased domestic and child abuse, including county lines. **See Section 2.4 for further detail.**

Adult Learning's key priorities are detailed in its Plan on a Page in **Appendix 3**.

**Appendix 4** outlines in detail how Adult Learning's strategic and operational activities will contribute to priority outcome areas in the 6-year plan. Adult Learning has reviewed and adjusted the Adult Learning Annual Plan to reflect the emerging needs of the county and the recovery response to Covid.

### 2.4. Examples of how Adult Learning contributes to the emerging needs of the county

#### Increased employment

The service delivers a range of health and social care training and qualifications and intends to further develop its offer over the next two years, as this sector is a Local Enterprise Partnership (LEP) priority.

The Access to Higher Education Health and Psychosocial Professions programme has recruited 44 learners this year and has a high progression rate onto Higher Education

courses such as nursing, midwifery and social work. The service will introduce Access courses in sociology and criminology from Autumn 2021. Learners tend to be people who missed out on education the first time around and who are now successfully progressing into a long-term profession.

The service's work delivering health and social care awards and certificates has developed into a successful new opportunity as a delivery partner on the Adult Social Care European Social Fund project 'Developing Skills in Health and Social Care' (£7 million across Norfolk and Suffolk). Starting in January 2021, and over two years, the service will deliver functional skills and care certificates, as well as units such as dementia and end of life care. The service is also introducing a bespoke for the care sector Level 4 Aspiring Managers programme tailored to specific leadership skills that are currently lacking in the sector.

In addition, the Adult Learning apprenticeships team is developing a robust portfolio of Health and Social Care apprenticeships from Level 2 to 5, in addition to a wide range of new Apprenticeship programmes, which will develop the service's portfolio of Apprenticeships, growing it from around £360,000 per year at present to £1,500,000 over the next two years. The service also successfully delivers apprenticeships in Accountancy, Business Administration, Customer Service, Early Years, Teaching Assistants, Management and Leadership, Operational Firefighters and Supply Chain Warehouse.

#### Mid-career changes:

Individuals who find themselves suddenly unemployed and needing to change direction benefit from the service's extensive English and maths programme, as Adult Learning is the largest provider of functional skills in the region. This programme enables learners to progress from the most basic entry level through to GCSE level. The service delivered more than £1 million pounds of provision in these two subject areas in 2019-20. Our flexible approach, with starts at any point in the academic year, and both face to face and online courses available, has been highly successful.

The service has also increased its delivery of community grant-funded business start-up courses that cover a range of themes to support individuals who are thinking of setting up their own business.

#### Increased job seekers:

Adult Learning is working closely with the LEP to identify gaps and the LEP is promoting Adult Learning courses to job seekers through its website.

The service already delivers a range of employability skills courses, ranging from skills such as job applications, interview techniques, confidence building through to a range of vocational tasters and the majority of the service's vocational qualification programmes have employability skills embedded into them.

The service is working towards introducing a Volunteering Passport, which will support people to gain basic volunteering skills and then move through from volunteering, building their skills set and into employment. This aims to support the many people who are and will be out of work to get back their confidence and move into employment.

#### Digital Inclusion

The Government has introduced a universal entitlement to digital skills qualifications up to and including Level 1 and the service is now offering these new 'Essential Digital Skills' qualifications free of charge as part of its offer. In addition, the service offers basic digital skills courses to get people started and build their confidence, as well as courses such as accessing Council services, using Zoom and MS Teams and using social media. Digital skills development is embedded into around 60% of the service's courses. For examples, our Accountancy learners need to use spreadsheets regularly and this is embedded into their learning programme. Likewise, learners who need support with their personal finance skills are introduced to digital tools that will help them manage their household bills and budget.

The service is planning to introduce a new IT Digital Support Technician Apprenticeship at Level 3 to respond to demand for this type of apprenticeship.

#### Loneliness, isolation, anxiety and mental and physical wellbeing

The Covid pandemic gave rise to extreme challenges as people faced loneliness and isolation and this led to an increase in anxiety and issues related to mental wellbeing. The service has already developed a range of online wellbeing courses that focus on mental wellbeing and getting people connected with the world and each other. The ground-breaking Creation in Isolation programme is delivered online and uses creative arts themes to foster mental wellbeing.

In addition, the service uses the theme of creativity for wellbeing with partner organisations who support individuals who are recovering from challenges in their lives, such as alcoholism. For example, a successful, close relationship with the Matthew Project has led to the service working closely with their clients.

The service also teaches healthy eating and cookery skills, including eating on a budget, which are fully funded by the community grant.

The LeisureStream programme has a key focus on creative arts courses, such as silversmithing and pottery, and the return to face to face classes has been welcomed by the learners, as they have fed back that these courses are not just about developing their skills, but that they have such an important impact on their mental wellbeing. In addition, residents across the county are learning a range of modern languages online.

#### Safeguarding Norfolk residents:

As a Further Education provider, Adult Learning has a legal duty to promote Safeguarding and protect learners from bullying, harassment, abuse and the threat of extremism or radicalisation. These themes are embedded into all of our courses and the service checks that learners know how to protect themselves. The pandemic has thrown up a range of new issues in relation to the lockdown and the challenges of picking up on Safeguarding issues, in response to this the service has developed a new set of slides that teaching staff use during their online lessons to raise learner awareness of how to get help.

### **2.5. How Adult Learning will deliver the Adult Learning Annual Plan**

Adult Learning has already demonstrated its ability to use its external funding and income to plan both flexible and responsive learning programmes and is prepared to change its delivery method overnight when circumstances require the service to do so.

For as long as necessary through the ongoing pandemic, the service will continue to focus heavily on online delivery in order to prioritise the safety of learners and staff and to comply with Government restrictions.

Alongside this approach, the service recognises the needs of Norfolk's more vulnerable and disadvantaged residents, including those who are digitally excluded; in addition to the issues associated with courses that cannot be delivered online. Where it is safe to do so, and Government regulations allow the service to work in physical classrooms, the service will prioritise these learners for face to face activities.

Longer term, and beyond the restrictions associated with the pandemic, Adult Learning envisages a mixed offer, with some classes delivered face to face in the community and other classes delivered online. We will also deliver some of our courses flexibly, through a combination of both physical and virtual teaching and learning. This will be based on the needs of Norfolk residents and aims to increase the diversity of the service's programmes, to support access to courses for people in rural areas and to develop the potential to generate new income through full cost online courses. A comprehensive review of our digital learning offer showed that 46% of the service's current online learners have said that they would like to continue to learn online even after Covid-19 is no longer an issue.

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

- 3.1. The Adult Learning Annual Plan will enable the Council to use its central Government funding and tuition fee income to deliver the learning and performance outcomes outlined in this proposal and the appendices for Norfolk.

The service will use its Plan on a Page **see Appendix 3** and the self-assessment process **see Appendix 1** to measure the impact of the proposed Adult Learning Annual Plan.

### **4. Financial Implications**

- 4.1. Adult Learning is externally funded through the Education and Skills Funding Agency, student loan and tuition fee income and through the European Social Fund and is financially self-sustainable.

The growth of LeisureStream and Enterprise courses will allow for investment into future learning opportunities.

### **5. Resource Implications**

#### **5.1. Staff:**

There are no additional resource implications as the service already has staff in place to deliver the proposed plan.

To support growth in apprenticeships, the service has employed a second Apprenticeship Recruitment Consultant.

As the introduction of online teaching and learning requires our teaching staff to have a wide range of new skills, the service has commissioned external training, which is being delivered online, for teaching staff. This training covers a wide range of online delivery techniques, which will enhance the experience of the service's learners.

## **5.2. Property:**

An increase in home working and online delivery has reduced the service's venue-associated costs. The service aims in the future to increase its use of training facilities in the libraries. Wensum Lodge is the service's largest learning centre and the development project has been delayed due to the pandemic.

## **5.3. IT:**

The significant growth in online delivery will require the service to increase its expenditure on equipment, software and training for staff, as well as to increase the level of support for learners to access and effectively use digital platforms.

## **6. Other Implications**

### **6.1. Legal Implications**

Ofsted, Education and Skills Funding Agency and European Social Fund requirements around funding and performance.

### **6.2. Human Rights implications**

None.

### **6.3. Equality Impact Assessment (EqIA) (this must be included)**

The Adult Learning Annual Plan actively seeks to target diverse and vulnerable individuals and communities and it is not envisaged that there will be any adverse impacts.

### **6.4. Health and Safety implications**

The delivery of the Adult Learning Annual Plan will be taken forward in line with Government regulations and in consultation with Health and Safety colleagues in the Council. An Assistant Head of Service is responsible for this process and for ensuring that learners and staff are and remain safe.

### **6.5. Sustainability implications**

This proposal will have a positive impact on the environment, as it is planned for a proportion of the service's future learning provision to be delivered online. This will reduce travel and the use of physical premises.

### **6.6. Any other implications**

None.

## **7. Actions required**

- 7.1.
  1. To note Adult Learning's performance outcomes and contribution to Norfolk priorities
  2. To consider and comment on the Adult Learning Annual Plan for 2020-21 and beyond

## **8. Background Papers**

8.1. None

### **Officer Contact**

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

**Officer name:** Denise Saadvandi      **Tel No.:** 01603 306585

**Email address:** [denise.saadvandi@norfolk.gov.uk](mailto:denise.saadvandi@norfolk.gov.uk)



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Norfolk County Council  
Adult Learning

UKPRN: 10004657

Self-Assessment Report (SAR)  
Academic Year 2019/20  
DRAFT

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## 1. Self-Assessment Key Performance Indicators

### 1.1 Progress in Overall Effectiveness

Report	Judgement
SAR 2019/20	Good
<b>Ofsted January 2020</b>	<b>Good</b>
SAR 2018/19	Good with Outstanding Features
SAR 2017/18	Good with Outstanding Features
SAR 2016/17	Good

### 1.2 Progress in Aspects of Performance

CIF Aspect of Performance	2017/18 (SAR)	2018/19 (SAR)	EIF Aspect of Performance	2019/20 (SAR)*
<b>Outcomes for learners</b>	Good with Outstanding Features	Good	<b>Quality of Education</b>	Good
<b>Quality of Teaching, Learning and Assessment</b>	Good with Outstanding Features	Good with Outstanding Features	<b>Behaviours and Attitudes</b>	Good
<b>Personal Development, Behaviour and Welfare</b>	Good	Good	<b>Personal Development</b>	Good
<b>Effectiveness of Leadership and Management</b>	Good with Outstanding Features	Good	<b>Leadership and Management</b>	Good

\* Judgements are directly in line with the Ofsted Education and Skills Inspection Framework and as such, the judgement will not include the statement 'with outstanding features' where this applies.

## 2. Executive Summary

- ❖ Despite the impact of Covid-19, this was an exceptional year for Norfolk County Council's Adult Learning service as it used determination and every resource at its disposal to meet the needs of Norfolk residents.
- ❖ Adult Learning is fully committed to becoming an outstanding service and continues to make substantial progress in the journey to achieving this. Through strong ambition, vision and intent, combined with a highly effective delivery of its provision, the service has an enormously positive impact on its learners.
- ❖ Adult Learning's multi-layered Governance arrangements provide strong leadership, accountability for, oversight and assurance of, the service's performance.
- ❖ Adult Learning is deeply embedded within Norfolk County Council and plays a key role in responding to Council and local, including Local Enterprise Partnership (LEP), priorities and the needs of Norfolk residents and employers. The service's intent is strong, and this has led to the design of a highly effective, responsive and progressive curriculum that meets the needs of the local community and employers well.
- ❖ It is testimony to the service's leadership and management, as well as staff across the service, that in the face of the Covid-19 pandemic, Adult Learning continued to deliver teaching and learning highly effectively to adult learners across Norfolk, and achieved 102.86% of its Education and Training funding target, securing additional funding for the service. This exceptional increase in adult participation in Norfolk of 12% was against a national decline in adult participation in Education and Training of over 19% in 2019/20<sup>1</sup>.
- ❖ The service did not allow the onset of the pandemic to affect our learners' progress. Adult Learning was one of only 6% of adult education providers nationally to convert from the physical classroom to 100% online delivery by early April<sup>2</sup>, enabling our learners to continue learning and to enjoy new online learning opportunities, with 3,000 learners online by the end of the academic year.
- ❖ The outstanding commitment of leaders, managers, teaching and support staff has ensured, despite the Covid-19 pandemic, that adults participating in education and training with Adult Learning have achieved exceptionally well at only a 2% reduction on the previous year. This exceptional performance is far greater than the provisional 2019/20 national achievement rates<sup>1</sup> which show a decline of 24% for the same period. In a like-for-like comparison with the previous academic year, the service's learner achievement in education and training has increased in comparison with the previous year by 3%.

<sup>1</sup> [Further education and skills, Academic Year 2019/20 – Explore education statistics – GOV.UK \(explore-education-statistics.service.gov.uk\)](https://explore-education-statistics.service.gov.uk) [accessed 07/12/2020]

<sup>2</sup> HOLEX Digital Development Programme for Adult Community Education Providers (Digital ACE) paper, May 2020

- ❖ The service's redesigned careers information, advice and guidance service has provided a rich source of information and a holistic approach to meeting learner needs. Adult Learning offers flexible routes to access advice and guidance, however the curriculum areas need to ensure consistency in the referral of learners for this support.
- ❖ Learners benefit from highly effective teaching, learning and assessment in the 98.2% of classes where best practice in pedagogy has been observed as being effectively embedded, or identified as a strength. The service will continue to focus on the minority of provision where areas for development remain and ensure that judgements remain robust.
- ❖ In spite of the Covid-19 pandemic, learner attendance and outcomes remain broadly in line with the previous year and the service is able to evidence that, had it not been for Covid-19, and based on the success of learners who had their assessments delayed, learner outcomes would have improved on the previous year.
- ❖ Learners progress well, including learners with different types of needs and abilities. There is good internal progression, especially at the lower levels and into employment. All the apprentices who successfully achieved have remained in sustainable employment.
- ❖ The service's highly comprehensive online learning review (August 2020), evidences the significant positive impact the service has had on Norfolk residents throughout the pandemic, with learners reporting that they felt less isolated, less anxious and more connected as a result.
- ❖ Adult Learning ensures that learners enjoy a comfortable, inclusive learning environment. Staff embrace the diverse backgrounds of their learners. They use their different interests and cultural traditions to develop effective resources and learning activities.
- ❖ Staff report that they are receiving more organisational support and that they are experiencing reduced workplace tensions, as well as significant improvements in the way leaders inspire them to achieve.
- ❖ Safeguarding arrangements are thorough, robust and effective and ensure that learners feel safe and know how to protect themselves.
- ❖ Adult Learning, both through its curriculum and the wider services that it provides to learners, actively develops learners' knowledge, skills and experiences beyond those required by the course that they are attending, and the full impact of the service's new learner involvement strategy will be evidenced in 2020-21.
- ❖ Recruitment to community learning courses, including family learning, was challenging and this was further compounded by the pandemic which has led to the service re-planning its 2020/21 curriculum in year. Nationally, between mid-March and the end of July, there was a 50% drop in community learning participation due to the impact of the pandemic. In Norfolk, the drop was far less at 34% and this was in large part due to the impact of the lockdown restrictions on sports-related activity.

- ❖ The service needs to ensure that the quality of additional learning support provided to learners with specific needs so that they are able to access effective teaching, learning and assessment is managed well and, in particular, in relation to the impact of moving learners with specific needs to an online environment.

### 3. Our Curriculum Intent

Adult Learning is deeply embedded within Norfolk County Council and plays a key role in responding to Council and local, including Local Enterprise Partnership (LEP), priorities and the needs of Norfolk residents and employers, for example, the challenges associated with digital exclusion. In ensuring that the Adult Education Budget is effectively utilised for the purpose the Secretary of State for Education intended, the service produces and implements an annual Adult Education Strategy that responds to the Council's six-year plan 'Together, for Norfolk' and the service's Plan on a Page highlights its vision to be 'the provider of choice, delivering outstanding, inspirational learning for individuals, employers and communities using our services to enrich their lives'. The service's strategy is continually reviewed to ensure it meets the needs of the county.

The service's intent is strong, meets both national and local priorities, and has led to the design of a highly effective, responsive and progressive curriculum that meets the needs of the local community and employers well. An example here would be the evolving development of the curriculum to address the national and local shortage of skills in the health sector where the curriculum pathways allow individuals to progress from non-accredited community learning programmes, right through to level 3 programmes that provide the tools and knowledge to access work and higher education degrees that forge valuable and sustainable careers in the sector.

The service uses evidence and data to target its work where it can have the most impact. The use of local insight data, looking at socio-economic and health factors among others, to analyse the role of adult learning within the Norfolk landscape and identify the most deprived and in need individuals and communities, is a key focus of the service's planning process. This means that the service understands the needs of the local community and employers well and, in particular, the needs of learners living in both urban and rural, often economically deprived, areas of Norfolk. Ensuring that the service's programmes provide a wide range of opportunities for learners to continue studying, is at the heart of the service's intent and planning process.

**The service's intent is closely linked to the Norfolk priorities of:**

- **A Growing Economy**, for example, through the service's extensive progression routes that enable learners to increase their literacy, numeracy and digital skills; through the service's wide-ranging programmes of vocational and skills qualifications and apprenticeships; and by providing strong access routes into higher education.
- **Thriving People**, for example, through the service's strong provision for learners with complex learning and social needs, where adults with learning disabilities are taught how to live independent lives; through programmes that target people with disabilities, such as lipreading and people who interact with individuals with disabilities such as British Sign Language; and through opportunities the service provides for individuals to thrive through a range of community-based learning programmes, including healthy eating and mental wellbeing.

- **Strong Communities**, for example, by placing the service's programmes in the heart of Norfolk's communities, working alongside the Local Service Strategy by creating a network with the Libraries, the Early Childhood and Family Service and the Voluntary Community and Social Enterprise sector. The service's team of Community Learning Development Officers (CLDO) focus on developing strong relationships with local partners, including voluntary sector organisations and other stakeholders, so as to focus the service's delivery in the areas of most need. For example, in Great Yarmouth, the local CLDO identified a need for a 'stepping-stone' English course for learners with low level English skills and this enabled the learners to progress on to a Functional Skills course. The service's focus and provision that targets the ageing population is strong, for example, lipreading programmes enable learners with hearing loss to continue to participate fully in their local community.

The Intent of the service is scrutinised, challenged and validated annually, prior to implementation, by the Adult Learning steering group, which is made up of a broad representation of senior and influential stakeholders across Norfolk (for Steering Group representation see 8.2).

The impact of the pandemic from March 2020 led to a mid-year review of the service's intent, as the service quickly identified a dual role for its intent during these challenging times:

- To ensure that learners could continue to progress with their learning journey online and achieve the outcomes they set out to achieve; and
- To provide new, online learning opportunities for the Norfolk adult population that would support their mental well-being and reduce their feelings of social isolation during the lockdown period and ongoing social restrictions. Programmes, such as the highly innovative 'Creation in Isolation' online courses, support learners to develop both their skills and knowledge and engage with other learners during these challenging times.

The service's rapid review of its intent and its response to this review has been outstanding. By the beginning of April 2020, the service was among only 6% of providers nationally to have moved fully online. The success of the service's leadership of its intent is evidenced by the 3,000 adult learners who took up these new online learning opportunities by the end of the academic year.



## 4. The Implementation of our Curriculum

### 4.1 Adult Learning Programmes

Adult Learning programmes are geographically widespread and are designed to provide the best possible access opportunities to the residents of Norfolk. Prior to lockdown, Adult Learning delivered from 182 venues across the county including our own Wensum Lodge, County Hall, community centres, learning hubs and libraries. An example of exceptional flexibility can be seen in our Functional Skills delivery, where learners have a wide selection of attendance patterns to choose from that will fit around their personal needs and working commitments including: 6-week fast track programmes, medium and long duration programmes, blended learning options and fully on-line programmes. 2019/20 has seen the first complete year of the service's revised and updated process of observing the Quality of Teaching, Learning and Assessment (QTLA) by the Quality Improvement Team. The service has moved from the graded process of judging classroom sessions 'inadequate', 'requires improvement', 'good' and 'outstanding' to a more developmental process of coaching and support that identifies delivery staffs' individual strengths, their areas of Practice Currently Embedded (PCE) or their Areas For Development (AFD).

The Quality Improvement Team (QIT) has been strengthened by the appointment of a Quality Improvement Manager (April 2020) to support the service wide improvement of QTLA and develop the quality of teaching and learning support. This revised team structure and the embedding of the new observation process has been highly effective in addressing gaps of ineffective teaching which is evidenced in the achievement of all five service QTLA targets set from 18/19 areas for development for the 19/20 academic year.

The implementation of Adult Learning's response to the Covid-19 pandemic was swift and highly effective. The QIT was repurposed to support teachers with the conversion of classroom delivery to remote, virtual delivery. All existing and new learners were given a dedicated Adult Learning Microsoft Office 365 account and email address ([learner.ncls.ac.uk](mailto:learner.ncls.ac.uk)) to engage on their programme of study. This gave secure access to a comprehensive suite of programmes, including Teams to successfully meet their learning needs. For those learners with greater ICT development needs (groups of Independent Living Skills Learners for example), Zoom was effectively used to provide the necessary support as an initial and simpler platform to engage with their teachers and learning support staff. This strategy was coupled with the unrelenting commitment of all staff, and with the QIT working collaboratively with Learner Services to provide individualised technical support through a dedicated helpline for both Teachers and Learners. As a result, 98% (1157) of our continuing learners continued on their courses through online teaching and learning within three weeks of the national lockdown commencing. Within seven weeks this virtual engagement had increased to 1670 of our learners. This outstanding achievement resulted in Adult Learning being one of only 6% of learning providers nationally to achieve this in such a short space of time.

Within 12 weeks of the lockdown measures being imposed, the QIT had developed, tested and implemented observation processes to ensure that the formal observations of Teaching, Learning and Assessment could effectively resume, and whilst under previously normal circumstances 100% of active tutors would be observed, an impressive 87 out of 97 (84%) active tutors were observed through our formal process for the 2019/20 academic year and 26% (23) of those were through the newly developed ‘virtual’ methods.

Our robust tutor observation process has identified that all tutors use their subject expertise to provide effective learning opportunities. This is evident in all of the tutor observations that have taken place with 24% of those showing this as a particular strength. Through the effective bespoke CPD opportunities and through the opportunities given for teaching staff to shadow others with identified strengths in this area, sequencing that enables learners to understand key concepts has improved considerably this year with all tutors now embedding logical sequencing in their teaching and planning processes. Identified in observation reports, this highly effective practice is further reinforced in the testing of the learners’ long-term recollection of key concepts and the support given to those learners to apply those concepts fluently. Furthermore, an impressive 99% of the tutors observed currently have practice embedded, or have shown a particular strength, in planning and carrying out activities that are demanding, and ensure that the learners build on their knowledge and acquire the skills required for their development in working toward their defined end points.

Whilst sequencing is shown to be highly effective in classroom delivery, our processes have identified there is a development process to be carried out with regard to matching lesson planning to schemes of learning. 12% of tutors observed have shown this to be an area for development (AFD) as a result of their observation.

In the main, tutors present information clearly and promote discussion in the classroom. This has been identified as a particular strength for 15% of the tutors that were observed, and this practice is currently embedded (PCE) for 78% of the tutors observed, however; there is an identified small pocket of tutors (7%) whereby this presents an area for development.

Where teachers have an AFD identified, the QTLA process of coaching and support has been highly successful in supporting the teacher to improve that element of their practice through targeted CPD, support, and follow-up learning walks ensuring that the process is meaningful and effective. An example can be seen in the 100% target being met by year-end for the positive and active promotion of Prevent where in-year, initial observations highlighted this as an AFD for two teachers. A significant majority of teachers have welcomed the new coaching and mentoring QTLA process stating that they feel far more supported to deliver highly effective teaching that meets the needs of their learners.

The following table gives a breakdown of observation judgement outcomes against each curriculum area and shows that judgements across all criteria and all curriculum areas were found to be an outstanding 98.2% PCE or a strength.

Curriculum Area	Number of Observations	No. of Judgements			% of Judgements		
		AFD	PCE	Strengths	AFD	PCE	Strengths
Vocational	21	17	400	45	3.7%	86.6%	9.7%
Community	18	12	354	30	3.0%	89.4%	7.6%
Foundation	22	12	436	36	2.5%	90.1%	7.4%
Leisure Stream	6	2	118	12	1.5%	89.4%	9.1%
ILS	13	4	262	20	1.4%	91.6%	7.0%
Apprenticeships	5	1	104	5	0.9%	94.5%	4.5%
Family Learning	2	0	40	4	0.0%	90.9%	9.1%
<b>TOTALS</b>	<b>87</b>	<b>48</b>	<b>1714</b>	<b>152</b>	<b>1.9%</b>	<b>90.4%</b>	<b>7.8%</b>

As a summary, from the 22 criteria observed as part of the lesson observation OTLA process, the following top five strengths and highest five areas for development are as follows:

OTLA Criteria	Strength	PCE	AFD
<b>SERVICE WIDE STRENGTHS</b>			
Tutor uses their subject expertise to provide effective learning opportunities	24%	76%	0%
Tutor creates a supportive classroom that is focused on learning	15%	85%	0%
The learning environment and tutor support contributes to the development of learners' character	9%	91%	0%
Tutor uses assessments well	15%	84%	1%
Activities are demanding and ensure that learners build knowledge and acquire skills	13%	86%	1%

<b>SERVICE WIDE AREAS FOR DEVELOPMENT</b>			
Session content matches lesson planning and scheme of learning	1%	87%	12%
Resources and materials selected reflect ambitious intentions for the course	15%	75%	10%
Questioning skills facilitate maximum learner engagement	10%	81%	9%
The results of effective assessment are used to produce clear and actionable next steps for learners	3%	89%	8%
Tutor presents information clearly and promotes discussion	15%	78%	7%

To provide some context, it should be noted that although the five highest number of AFDs are highlighted above, no criteria here represents less than 88% observed practice at PCE or a strength in those areas identified.

Amongst many others, a highly significant strength evidenced in the observations of teaching, learning and assessment, is that tutors use their subject specific expertise to provide effective

learning opportunities. Observation reports provide evidence of outstanding contextualisation in vocational learning. An example here is that replicated real-life financial accounts are consistently used to provide learning opportunities for Level 3 Accounting learners and apprentices to enable them to skilfully apply knowledge gained to real life scenarios.

Ofsted's findings in their inspection of the service in January 2020 found that feedback to learners in Functional Skills (vocational curriculum) was succinct and of good quality and that feedback to apprentices was detailed and constructive helping those learners to embed and use knowledge fluently, to develop their understanding, and to gain, extend and improve their skills. Both areas showed that teachers are highly effective in identifying and correcting errors and misunderstandings. They also found, in line with our own observation of QTLA findings, that this particular area was underdeveloped in our community provision where 5/18 (28%) of observations showed this to be an AFD.

Close scrutiny of the new QTLA results has highlighted the need to provide more robust support to Learning Support Assistants (LSA) who were subject to this same developmental procedure for the first time this year. 14 out of 43 active LSAs were observed as part of the formal observation process in 2019/20. Where the observation process has been highly successful in identifying gaps in LSA performance, the closing of the gaps has been less so; an example being that 33% of LSAs were judged not to be giving detailed and accurate feedback to teachers to support the planning process by year-end. The service needs to ensure that a full observation process in relation to LSAs is implemented so that the performance of LSAs is closely managed, and the quality of additional learning support received by learners improves.

## 4.2 Apprenticeships

2019/20 has seen the first full year of a highly successful transformational change in the apprenticeships provision and how that provision is implemented to best serve the needs of employers and their apprentices across Norfolk. Apprenticeship Delivery Managers (ADMs) support the delivery teams in every aspect of their work from sector specific upskilling through to improving the quality of teaching, learning and assessment. The ADMs are also highly effective in working collaboratively with other curriculum teams such as the vocational and foundation curriculum teams to ensure the apprentices are integrated into those curriculum areas seamlessly for the classroom (physically and/or virtually) delivery aspect of their programme.

Through the completion of a highly effective and detailed Individual Learning Plan (ILP) and Commitment Statement, employers are fully engaged in the onboarding process with their apprentice and the service's Apprenticeship Recruitment Consultant to design a programme of training that is flexible and meets the needs of that employer. 97 employers were invited to take part in Adult Learning's Apprenticeship Employer Survey that is broadly in line with Ofsted's employer survey, and we received an encouraging 54% response. In a sliding scale between 1 and 10 (10 being extremely satisfied) 83% of employers believed that Adult Learning had demonstrated an understanding of their organisation's needs (a score of 7-10). This is achieved through comprehensive discussions with the employer and our approach to supporting the employer through every stage of their recruitment process.

Initial assessments in English and maths are conducted with the apprentice to ascertain their starting points and inform the planning of their learning journey and any further support needs which are detailed on their Individual Learning Plan and openly discussed with both the employer and apprentice when completing the commitment statement.

Further sector specific skills scans effectively inform the planning process of the apprentice's training, assessments, review points and other milestones to ensure a highly flexible and adaptable training schedule to meet the needs of the employer and their apprentice. This is evidenced in the response from employers that shows that 85% of those who responded to the employer survey believe that Adult Learning offers training and/or assessment in a flexible way to meet their needs. In addition, a highly impressive 91% believe that Adult Learning communicates clearly throughout the apprenticeship process.

The inclusion of additional qualifications are discussed as an option for the apprentice from the onset with them and their employer if they are not a requirement of the apprenticeship standard; an example being the addition of Management and Leadership qualifications in addition to the level 3 and level 5 apprenticeship schemes.

25% of employers reported that they were not able to influence the structure, content, delivery and duration of the apprenticeship programme (a score of 5 or less). As with all providers, we are restricted in part by funding regulations and national exam timetables, however, further work is required to reduce this negative perception and build in further flexibility wherever possible. This was also further exacerbated by the impact of Covid-19 whereby Adult Learning was unable to arrange exams for apprentices in accounting and functional skills programmes due to national restrictions on the use of venues for exams. This resulted in employer dissatisfaction. An example of where we have been able to offer exceptional flexibility is through the functional skills offer where apprentices have numerous study options that they can take up including online, blended or classroom delivery. Where a learner has demonstrated that they have additional support needs, additional one-to-one support is planned from the onset with their employer and put in place for that apprentice to ensure that they progress quickly, gain new knowledge, skills and behaviours and achieve to their full potential.

The full table of responses can be found below.

Adult Learning Apprentice Employer Survey (10 = highest level of satisfaction)				
To what extent does Adult Learning:	Not Answered	0-5	6	7-10
Understand your organisation's training needs	4%	10%	4%	83%
Offer training and/or assessment in a flexible way to meet your needs	2%	6%	8%	83%
Communicate clearly with you throughout the process	0%	6%	3%	91%
Demonstrate professionalism through the staff delivering training and/or assessment	6%	8%	8%	79%
Deliver training that reflects up-to-date practices in your industry/sector	6%	8%	8%	79%
Allow you to influence the structure, content, delivery and duration of the training	10%	25%	8%	58%
Provide convenience of the location where the training was provided	6%	8%	8%	79%
provide suitable training in preparing your employees for the job role they are in	4%	10%	2%	85%

How would you rate:	Not Answered	0-5	6	7-10
The overall quality of the training/assessment	8%	10%	4%	79%
Adult Learning overall	2%	12%	4%	83%

Apart from ‘influencing the structure’, which has been previously highlighted, the satisfaction of employers with Adult Learning’s apprenticeship provision is broadly good. A significant majority of employers are satisfied that their apprentices demonstrate the required up-to-date skills and behaviours that enable them to complete their apprenticeships, contribute to their workplace and fulfil their career aims by progressing to their intended job roles or other sustained employment.

## 5. The Impact of our Curriculum

### 5.1 Adult Learning Programmes

A full set of data tables are available as a separate document '2019\_20\_SAR Final Data Tables' to accompany this Self-Assessment Report which includes a full break down of recruitment, retention success and achievement data by provision type, programme area, funding type, and specific target groups.

*This analysis, and the percentages within it, refer only to the service's three main areas of government-funded and regulated provision:*

- *Education and Training (41% of learners and 51.5% of income)*
- *Community Learning (58% of learners and 41.5% of income)*
- *Apprenticeships (1% of learners and 7% of income).*

*This analysis does not include data related to our learner self-financed learning programmes, which operate outside of our government-funded and regulated provision.*

Adult Learning has a well-constructed, well taught curriculum that meets its intent well, and that has led to good results in a significant majority of the provision despite the impact of Covid-19.

**Adult Learning's 2019/20 cohort recruitment profile is as follows:**

Break Down	Enrolments					
	Education & Training	%	Community Learning	%	Total	%
<b>Sex</b>						
Male	728	21%	1880	38%	2608	31%
Female	2772	79%	3111	62%	5883	69%
<b>Ethnicity</b>						
White British	2377	68%	3946	79%	6323	74%
Non-White British <sup>3</sup>	945	27%	341	7%	1286	15%
Not Provided	178	5%	704	14%	882	10%
<b>Learning Difficulty and/or Disability</b>						
Not Provided	2834	81%	3952	79%	6786	80%
LLDD	666	19%	1039	21%	1705	20%
<b>Index of Multiple Deprivation</b>						
0-30% Most Deprived	1370	39%	1163	23%	2533	30%
30-70% Most Deprived	1495	43%	2420	48%	3915	46%
30% Least Deprived	557	16%	1323	27%	1880	22%
Not Known	78	2%	85	2%	163	2%

<sup>3</sup> Non-UK nationals make up 6.3% of the Norfolk population (Source <https://www.norfolkinsight.org.uk/population/>) [accessed 07/12/2020]



The nature in which raw qualitative data is used to measure some outcomes has not in all cases demonstrated the real impact that has taken place as it is not possible to draw truly direct comparisons with prior years.

The 3 main reasons for this are:

- 1) The enforced lockdown across the country resulted in the service moving away from delivering over 98% of its provision in the classroom directly to learners to 100% online delivery in just under 3 weeks which affected all types of provision.
- 2) A large change in the profile of our delivery and enrolments coming from 3 main areas:
  - a. The continued approach to move key areas of provision (Independent Living Skills, healthy eating and standalone employability courses) from Education & Training into Community Learning.
  - b. Education & Training had very strong recruitment at the beginning of 2019/20 which carried on through the spring term and resulted in the service taking on around an extra 300 enrolments across the year. This equated to a 12% increase in funding from Education & Training against the previous year.
  - c. As a result of the restrictions in place the number of learners for Community Learning fell substantially due to the inability to hold physical activity classes. This affected two of our programmes, one through the Norfolk County Football Association which would have seen an extra 600 enrolments and the other through our internal partnership with Active Norfolk that would have seen an extra 1,500 enrolments.
- 3) Affecting Education & Training specifically, the cancellation of examinations and end of course observations meant a much larger number (318 in 19/20 vs. 84 in 18/19) of learners had their achievement carried through into the 2020/21 academic year than usual and therefore not able to count in 2019/20. Whilst on face value this does not seem like much of a change, what it means is that all of the withdrawals in 19/20 carry a much larger weighting than they would otherwise as the overall cohort has been substantially reduced, and the possible achievements to offset the withdrawals have been moved to the subsequent year.

This is mainly highlighted in the cases of **Accountancy** and **Supporting Teaching and Learning** where the achievement of 37% of each cohort was moved into 2020/21.

This means that the withdrawal data will show that:

- a. **Accountancy** is 12% (21 withdrawals vs. 180 leavers) whereas it would only have been 8% (21 withdrawals vs. 264 leavers) had it followed the previous year's pattern.
- b. **Supporting Teaching and Learning** is 17% (26 withdrawals vs. 157 leavers) whereas it would only have been 13% (26 withdrawals vs. 204 leavers) had it followed the previous year's pattern.



The impact of Covid-19 has resulted in the postponement of exams and summative assessments and this has had the overall effect of reducing our possible achievement by 1% for Education & Training.

Whilst quite rightly a lot of emphasis is made on the hard performance rates of the service, more and more learners' soft outcomes need to be taken into account as a way of measuring overall performance. This is something that is really brought to the fore by comments from learners like,

***“As I can hardly hear what anyone is saying to me in spite of having excellent hearing aids being able to lipread means I can actually communicate with others. This has made me feel like a human being again, it has given me back my life.”***

#### Education and Training (41% of learners and 51.5% of income)

*Over the past academic year Education and Training provision has grown in size by 12% with an improvement of 3% in achievement.*

In this academic year, Adult Learning achieved an exceptional increase in adult participation in Norfolk of 12% at a time when there was a national decline in adult participation in Education and Training of over 19%.

It should also be noted that the service's strong performance in this most unusual of academic years, as described in this section, becomes even more exceptional when compared with a national decline in achievement rates of 24%.

Education and Training saw a continued shift away from the 'Other Non-Regulated' qualification type (something that was started in 18/19), reducing from 23% of the total cohort (790 leavers) down to 7% of the cohort (241 leavers). This continued and completed the change of direction started in 18/19 whereby all Independent Living Skills, healthy eating and standalone employability programmes were moved into Community Learning funding.

The scale of the change has meant that comparing the achievement, retention and pass rates between years at an overall headline level is not relevant. To give a clearer picture it is more appropriate to look at qualification size using some comparable modelling.

To compare the year on year performance it is necessary to make two changes:

1. Remove the 589 'Other Non-Regulated' learning aims from the 18/19 figures that are no longer funded through the Education & Training funding model. For comparison this change gives 2018/19 an overall achievement rate of 79%, an overall retention rate of 89% and an overall pass rate of 89%.
2. Remove the 27 leavers who withdrew solely because of Covid-19 from the 19/20 statistics.

The service is really delighted that in such a challenging academic year, these changes have led to a year on year increase in achievement of 2% (81% vs.79%), an incredible stable retention rate (89%) and a 3% increase in pass rates (92% vs. 89%). These fantastic outcomes are testimony to the service's determination to support all of its learners to achieve no matter what.

The service has very high ambitions for all learners, including those who are difficult to engage. This is shown in our commitment to increasing the proportion of learners from deprived wards which increased from 35% in 2018/19 to 39% in 2019/20 in Education and Training.

Taking all this into consideration, if we include the 234 successful vocational achievements where summative assessment of knowledge and competence was delayed due to Covid-19 into the start of the 2020/21 academic year; learners have demonstrated an impressive **overall achievement of a 3% increase** year on year, an **overall retention rate of a 1% increase** year on year and an **overall pass rate of a 4% increase** year on year.

### Qualification Size

This analysis looks at the actual qualification achievement rates that appear in the data tables, and this data has not been remodelled to take into account the impact of Covid-19.

- There was a fall in retention rates from 90.8% in 2018/19 to 88.1% in 2019/20 however, the subsequent course completions by learners who were carried into 2020/21 would have resulted in an overall increase of 1% as previously described. The service will remain vigilant to ensure that the impact of Covid-19 is minimised in the 2020/21 academic year.
- Based on the actual data for 2019/20, the service is pleased that in both ESOL and GCSE programmes learners are more likely to complete their programme than in the previous year.
- Strong and consistent implementation in the following key qualification types has resulted in more learners achieving their aims for 60% of the cohort and in key areas to the service including:
  - Awards - 97% vs. 95%, 16% of the total cohort
  - Basic Skills Maths and English - 84% vs. 81%, 30% of the cohort
  - ESOL – 89% vs. 88%, 8% of the cohort
  - GCSE Maths & English – 100% vs. 93%, 3% of the cohort
  - Other Regulated – 84% vs. 83%, 4% of the cohort

Where summative assessment through examinations as well as assessments of competence in the workplace was not possible due to the impact of Covid-19, the areas that appear not to have improved on last year now have their achievements recorded in the 20/21 academic year and therefore give a disproportionate set of results.

➤ **Achievement rates** have remained level or improved in 41% of the cohort and in key areas of the service including:

- Achievement of basic Skills Maths and English remains good - 71% vs. 71%, 30% of the cohort
- More learners who start their ESOL qualifications with us achieve – 82% vs. 80%, 8% of the cohort
- Outstanding achievements in GCSE Maths & English show that learners are highly likely to achieve these qualifications with Adult Learning – 91% vs. 63%, 3% of the cohort

Most of the areas that have not improved on last year are all areas where summative assessment and examinations were not possible, so any possible achievements will be reflected in 20/21 and therefore give a disproportionate set of results. The exceptions to this are:

- Access to HE – 89% of leavers achieved on our Access to HE programme, and all of these learners have progressed into HE.
- Awards – The overall make-up of the awards has changed dramatically since 2018/19 as well as seeing a large increase in enrolments, in particular in ESOL. Nationally, ESOL learners' achievement is lower, and for the first time this year these registrations make up 16% of our leavers for Awards (89/543); as such this has impacted on our year-on-year achievement comparisons.

To make the direct comparison with last year, if you model by removing the new ESOL registrations from this group, achievement improves from 88% to 90% (against 91% in 2018/19). This is also further improved upon against 2018/19 by the achievement of the 97 aims that have been moved into 20/21. We can see therefore that a higher proportion of learners achieve these aims compared to last year showing an increase of approximately 2% to 92% and a 1% improvement on the previous year.

- Other Non-Regulated – As previously mentioned the vast majority of provision that was previously classified as other non-regulated had been either transferred into Community Learning for 19/20 or has not been delivered due to Covid-19 restrictions.
- QCF Units – The service increased this type of provision from 7% to 18% of the overall cohort in response to the need to support our intent to meet the skills and employment development needs of the residents of Norfolk, enabling them to gain or stay in employment in Health and Social Care, a key area for Norfolk and also a notoriously difficult area in which to maintain good achievement rates due to the nature of the sector.

## Other Notable Results

- GCSE Maths & English saw an outstanding increase in performance in all areas:
  - 28% increase in overall achievement (91% vs. 63% in 18/19)
  - 23% increase in overall retention (91% vs. 68% in 18/19)
  - 7% increase in overall pass rate (100% vs. 93% in 18/19).
- The achievement gap was negligible between male (80%) and female achievement (81%) and closed by 1% when compared to 18/19.
- Learner outcomes based on ethnicity show some variations around the service overall achievement level. Learners with a Bangladeshi, Chinese, Irish, Other, Other Mixed, Other White, White British, White/Asian and White/Black African ethnic background performed above service average. Learners with an African, Arab, Caribbean, Indian, Not Provided, Other Black, Pakistani and White/Black Caribbean performed below service average. Some of the ethnic cohorts are very small, such as Pakistani with 4 leavers.
- 19% of learners declared a difficulty/disability and many of our learners have complex learning support needs. Learners enrolling on regulated provision, that declared an LLD are slightly less likely to remain on programme (1.6% less) and slightly less likely to achieve (1% less).
- Lockdown disproportionately affected learners who had been receiving one-to-one learning support in the classroom on qualification courses. The enforced move to online learning has had a substantial impact on achievement for learners claiming learning support, with achievement falling substantially from 90% in 18/19 to 62% in 19/20. In addition, the recruitment of learners with a specific support need also dropped from 375 in 18/19 to 155 in 19/20. This shows a key area for improvement for the service in terms of the challenge of providing appropriate learning support for learners who are attending an online course.
- The achievement of learners attending qualification courses from the most disadvantaged areas of Norfolk (between 79% and 83%) was comparable with the overall service average of 81% and the service is pleased that this demonstrates that the service has worked hard to support these learners.

## Community Learning (58% of learners and 41.5% of income)

*Community Learning has significantly changed and increased the length and impact of its provision and has a high overall achievement rate of 94%*

As already noted at the beginning of this section, the way that the service defined its Adult Education Budget learners started to change in 18/19 and this continued into 19/20, resulting in a continued shift of certain provision from Education & Training into Community Learning. As a result of the service's vision to build a more ambitious and relevant curriculum to meet our priorities, this meant a move towards longer, more impactful learning programmes, which does not allow a direct comparison with last year's data. This is evidenced in various ways in 19/20, for example the service started running Community Learning courses in excess of 45 hours in length for the first time which totalled 407 (8%) of the enrolments.

The overall number (and to a lesser extent the proportion as detailed below) of enrolments on longer courses (7 hours in length and above) **rose significantly from 1822 (30%) in 18/19 to 2831 (53%) in 19/20**. This shows a continued substantial change away from single session courses, towards multiple session provision.

Looking at (%) proportions of enrolments in different groups, for example hour bands, is not really comparable as there were multiple changes between years. One is a 45% reduction (1130 down to 624 in 19/20) of Family Learning, another is a significant impact on the recruitment of learners on our short health, wellbeing and sport-based provision through our partners due to Covid-19. This culminated in 866 fewer enrolments across Community Learning from partners in 19/20, all in SSAs 1 (Health, Public Services and Care) and 8 (Leisure, Tourism & Travel).

These fewer enrolments do not show the full impact. It should be noted that, nationally, between mid-March and the end of July, there was a 50% drop in community learning participation due to the impact of the pandemic. In Norfolk, the drop was far less at 34% and this was in large part due to the impact of the lockdown restrictions on sports-related activity. The service had planned for approximately 1,800 more enrolments from our partners and the pandemic disproportionately affected this provision as the majority is season dependant, running between April and July.

Based on these changes it is important to look past the overall headline level for the main achievement rates and look at the provision length for a more comparative view.

- The service is pleased that, even though we delivered longer courses in 19/20, we are proud that our community learner **retention** was an impressive 96%.
- In a highly challenging year, our learner **pass rates** remained at a remarkable 98% showing that, despite all of the challenges the service faced, the level and quality of teaching remained strong.

- Learner **achievement** was a creditable 94% in 19/20.
- 1327 enrolments (27%) were in Languages, Literature & Culture with a 92% achievement rate (89% in 18/19).
- 1113 enrolments (22%) of this provision was in Leisure, Travel and Tourism, with a 100% achievement rate.
- 1030 enrolments (20%) were in Preparation for Life and Work, with a consistent pass rate of 99%.
- 875 enrolments (18%) were in Health, Public Services and Care, with a retention rate of 98%.
- 550 enrolments (11%) of this provision was in Arts, Media and Publishing, with an achievement rate of 90% (97% in 18/19).
- There is a negligible achievement gap between male (95%) and female (94%) learners.
- The largest group of non-White British learners, the Other White ethnic group, achieved at 92% (overall achievement was 94%). The participation of other ethnic groups was very small totalling 6.8% (365 enrolments).
- There was no discernible achievement gap between learners with a difficulty/disability (21% of this provision) at 94.8% and learners with no difficulty/disability at 94.4%.
- Learners with disabilities affecting movement, dyslexia, hearing impairments, moderate learning difficulties, other disabilities, other learning difficulties, other specific learning difficulties, profound complex disabilities, severe learning difficulties, speech, language and communication need and visual impairments were well supported to achieve at or above the overall achievement rate of 94%.
- Learners with Asperger's syndrome, autism spectrum disorder, mental health difficulties, other medical conditions, other physical disabilities and social and emotional difficulties achieved less well than other learners.
- The recruitment data by level of deprivation remains in line with last year. Learners in the 30% most deprived wards are 2% less likely to achieve than learners in the least deprived. Whilst this achievement gap is relatively small, we will need to ensure increased flexibility in our approaches and support to these learners to ensure this gap does not widen further as a result of the ongoing Covid-19 pandemic and the challenges that has presented.

### **Internal Progression**

The service has strong internal progression for Education and Training, with 10% of learners already returning in 2020/21 (November 2020) against an end of year 15% for 19/20. This is broken down to 12% Education & Training (18% at end of 19/20) and 8% Community Learning

(13% at end of 19/20). Community Learning progression has had an expected fall in 20/21 due to moving Modern Foreign Languages and Creative arts provision to a commercial basis, where learners that have progressed from 19/20 are no longer counted alongside funded provision.

Of the learners that have progressed from 19/20 to 20/21:

- 59% of learners progressed from an entry level 2 qualification to an entry level 3 qualification
- 33% of learners progressed from an entry level 3 qualification to a level 1 qualification
- 67% of learners progressed from a level 1 qualification to a level 2 qualification
- 16% of the learners progressed from a level 2 qualification to a level 3 qualification
- 95% of learners progressed from a Community Learning course to another Community Learning course.

The service issued 3,724 requests for information from learners attending Education and Training and Community Learning courses and received responses from 5% or 199 learners.

The full responses are below, but the main progression routes were:

- 24% of learners are now in Further Education
- 28% of learners in employment
- 18% of learners are retired
- 7% of learners are at university

Progression Route	Basic Skills		Community Learning		Vocational		Total	
	Number	%	Number	%	Number	%	Number	%
Apprenticeship	4	10%	0	0%	1	2%	5	3%
Further FE Study	13	31%	27	23%	7	17%	47	24%
Higher Education	8	19%	1	1%	4	10%	13	7%
In Employment	10	24%	19	16%	27	66%	56	28%
Independent Living	0	0%	4	3%	0	0%	4	2%
Looking for Work	0	0%	1	1%	1	2%	2	1%
Other	0	0%	25	22%	0	0%	25	13%
Retired	2	5%	34	29%	0	0%	36	18%
Voluntary Work	5	12%	5	4%	1	2%	11	6%
<b>Grand Total</b>	<b>42</b>	<b>100%</b>	<b>116</b>	<b>100%</b>	<b>41</b>	<b>100%</b>	<b>199</b>	<b>100%</b>

In addition, information was requested and received from all 42 apprentices who successfully completed their apprenticeship and have all continued into sustainable employment.

#### Progression based on Survey Results

- In Vocational and Employment, an outstanding 97.5% of learners who returned the survey reported a positive outcome following their programme of study. This includes 29% of learners who have progressed into some other form of education and 66% who are in

employment. The positive impact that our vocational provision has on our learners' lives cannot be overlooked as this response shows,

***"It [the programme] helped me in acquiring a higher banded job within the NHS and it has also given me confidence in what I know and gave me new knowledge".***

- In **all** Basic Skills provision responses, learners had benefited from their programme reporting positive outcomes and listing a whole host of benefits that their courses have had on their lives, for example,

***"It [the programme] has allowed me to understand my daughter's schoolwork and support her more effectively. Also, it has allowed me to be eligible for an apprenticeship with Norfolk County Council in Social Work.",***

showing that this one course has not only had a direct impact on the learner's life, but also an indirect one on their daughter's too.

- A considerable proportion of responses were from those learners that were retired and statistically at a higher risk of social isolation. The vast majority state that the courses improved their confidence and made them feel healthier which reinforces that the highly rewarding impact is aligned to the original intent of the programme. These points are highlighted shown by this response from a learner,

***"It greatly improved my mental wellbeing and mood. It has given me a useful skill and has improved my confidence and given me a sense of achievement."***

- Another substantial group of respondents were those who had carried on with further education, again the vast majority of which mentioned the service's original and purposeful intent of improving confidence and wellbeing as well as leading on to further study,

***"It's encouraged me to continue my education and gave me something to look forward to during lockdown".***

- Those learners who are in employment have also shown that the Community Learning has proved to have a positive impact on their lives,

***"It's been the first bit of learning I've done in 39 years and it was fabulous because it got my brain going and my spirits lifted".***



## 5.2 Apprenticeships

**1% of learners and 7% of income.**

*100% of all apprenticeships continued to be delivered online throughout the entirety of the 2019/20 lock-down virtually, resulting in achievement rates above the national average.*

As a result of a well-constructed, well taught curriculum, Adult Learning's Apprentices achieve well. 69% (62 leavers) achieved in 2019/20 which is 3% above the 18/19 national achievement rate of 66%. The impact of Covid-19 resulted in a small minority of apprentices not being able to complete their End Point Assessment in the academic year which impacted on the 73% expected achievement for this area. The achievement for these few apprentices in accounting and support teaching and learning is now being recorded in the 20/21 academic year.

In January 2020, Ofsted were able to access evidence of apprentice's work which showed that they were being prepared for the next stages of their development well. Feedback from their observations stated that feedback given was of good quality and this ensures that apprentices build toward their end goals. An outstanding 100% of the apprentices that successfully achieved have remained in valuable, long term employment.

In contrast to our previous year, male apprentices (34% of all leavers) were more likely to achieve overall than female apprentices (81%, 13% above national). Female achievement was 63% against a national average of 67%.

Apprentices who declared a learning disability or difficulty (LDD), of which six were due to complete in 2019/20 were less likely to achieve by their planned end date compared to those learners who declare they have no LDD barriers, with only two of those apprentices successfully achieving and two withdrawing. Both of those apprentices withdrew in previous academic years (one in 17/18 and one in 18/19). As a result of a dramatic and highly effective change in the ways that Adult Learning apprentices are initially assessed, supported and managed that has taken place during 2019/20, we are pleased to report that no apprentice with a declared LDD has withdrawn from their apprenticeship since February 2019.

Statistically, Black and Minority Ethnic (BAME) apprentices are more likely to achieve than white British apprentices, however; only four apprentices (5.8%) declared they were not White British and three further apprentices did not provide this information. Whilst this does not provide a useful metric for comparison of successful achievement, this does show that work to raise the awareness of apprenticeship opportunities to ethnic minority communities requires improvement.

Whilst only making up a small minority of the apprentices due to complete in 19/20 (13%), support for 16-18-year-old apprentices is improving with 71% successfully achieving against a 68% 18/19 national achievement rate.

Success for 19-24-year olds is considerably higher at an outstanding 85% against a national achievement of 68% and is in line with national achievement for the majority (67%) of our learners in the 24+ age range at 64%.

Adult Learning will need to ensure that support is age appropriate for all age groups and encompasses working with the employer to transition from mainstream education into employment.

Whilst the apprenticeship provision supports a significant majority of apprentices to achieve success with every one of those successes going onto or remaining in sustainable employment, if this provision is to move from 'good' to 'outstanding', the underdeveloped area of age differentiated support for both the employer and their apprentice will need to take place as the majority of the young people that left their programme did so within six months. An outstanding 100% of apprentices who successfully achieved in 19/20 are in continued, sustainable employment.

## 6. The Behaviours and Attitudes of our Learners

Adult Learning is a safe place to learn, free from bullying and harassment where learners behave consistently well, demonstrating high levels of self-control and consistently positive attitudes to their education and/or training.

Our well-considered end of year survey asked learners why they selected Adult Learning as their preferred provider. Responses from learners included strong, positive descriptors such as ‘trust’, ‘flexibility’ and ‘convenience’.

The questionnaire, which received 199 responses, has a series of ‘Likert Scale’ questions, where the average score the learners reported for recommending Adult Learning to a friend or family was 8.8/10. 97% of respondents enjoyed their course and one learner commented that they found Adult Learning to be a:

***“truly amazing place to learn remotely and safely”.***

Clear expectations are set for Learners within the comprehensive Learner Handbook which all learners are consistently guided through in class, or virtually for online learning, when they start a new programme of study. This handbook is also available online for learners to download and make regular reference to should they need to. It sets out Learners’ rights and responsibilities, gives advice on managing stress levels, details the importance of a healthy work/life/study balance as well as signposting to various support that is available. This handbook is also used to provide a reference point of behavioural and study expectations for tutors.

Whilst behavioural issues are few and far between in the classroom within Adult Learning, there is anecdotal evidence that tutors need to better understand their rights, responsibilities and boundaries as a tutor when dealing with challenging learners. Tutors have not always understood when not to take the burden of a particular issue on themselves but to escalate and seek managerial support.

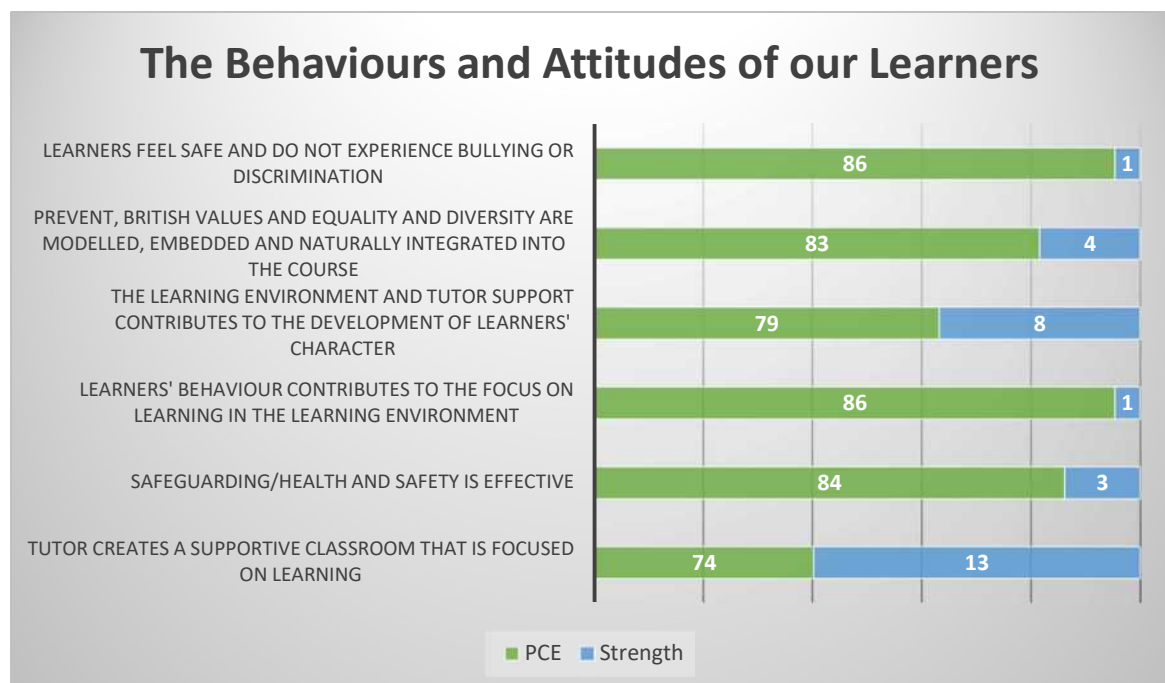
A highly comprehensive online learning review was carried out at the end of the 2019/20 academic to gauge the success of the transitioned provision over the last six months of the year, and whilst online learning is not suitable and doesn’t meet the needs of all of our target learners the service aims to support, the responses were extremely encouraging and rewarding for Adult Learning. When asked about their motivation to participate, one learner stated that their course was:

***“a lifeline, giving a focus and means of expressing feelings and connection with like-minded people”***

Some more vulnerable learners found the changes gave them a higher sense of feeling safe, with one learner stating:

***“It's been amazing and helped a lot with anxiety and meeting new people, being in your own home means you feel safe and secure and don't feel nervous meeting new people”***

As the chart below shows, observations of Teaching Learning and Assessment showed that in all cases where the session was observed, learners felt safe and do not experience any bullying or discrimination. Prevent, British Values and equality and diversity are expertly modelled, embedded well and naturally integrated into the course. In addition, the observations carried out have shown that in all cases, learners' behaviour contributes to the focus on learning in the learning environment.

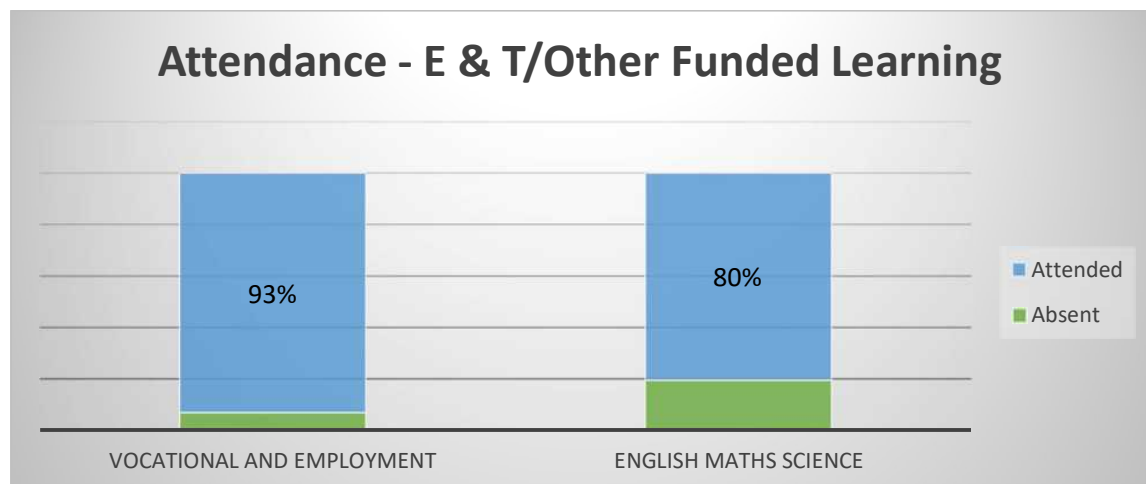
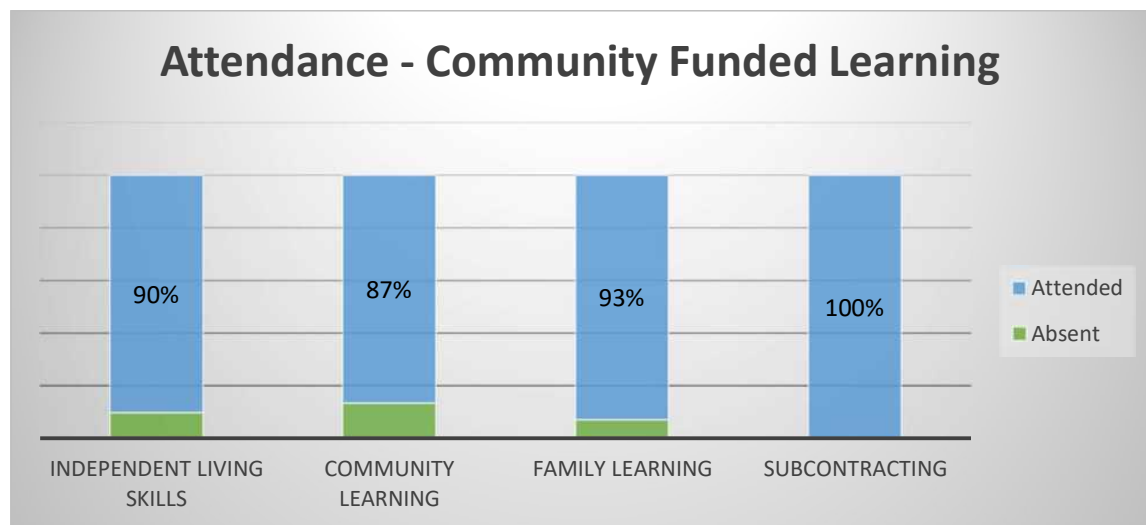


2019/20 OTLA Findings

As shown in the charts below, despite the impact of Covid-19, attendance was very good at just over 86% averaged across all provision types (an increase of 1% on the previous year and above target), with key areas of strength evidenced in our subcontracted, Vocational and Family Learning provision. Attendance on vocational qualification programmes, which had to move from the classroom to online delivery in the midst of a pandemic, at 93%, was simply stunning.

In spite of the pandemic and the impact on learners who are learning basic functional skills in challenging circumstances, attendance on courses in the challenging areas of English and maths improved by 1% to just over 80%. The service continues to seek improvements in attendance on these programmes and whilst flexible, sustainable and innovative delivery models have been

employed over the last six months, such as an increased focus on blended and online approaches, the full impact of these changes has not had the required time to realise its full potential.



As a provider that that embraces well a positive and respectful culture, Adult Learning very rarely gives its valued learners cause for complaint. The service is swift to investigate and respond to any learner complaint received and seeks to take intelligent, fair and highly effective action to support them and for them to succeed in their programme of learning. The service received 13 complaints from learners in the period from April 2019 to June 2020 of which 7 were upheld and 1 was partially upheld. Whilst the service considers every complaint to be a complaint too many, this amounts to only 1 in 441 learners raising a complaint and furthermore, 1 in 819 having their complaint upheld.

## 7. The Personal Development of our Learners

Adult Learning, both through its curriculum and the wider services that it provides to learners, actively develops our learners' knowledge, skills and experiences beyond those required by the course that they are attending.

The service works hard to develop its learners so that they are responsible, respectful and active citizens. The learner handbook forms the basis for the service's expectations of its learners and, through discussions in class, the values that the service aims to develop in its learners are further developed through and embedded within the curriculum.

Learners are actively encouraged to support and share with other learners. In an observation in November 2019:

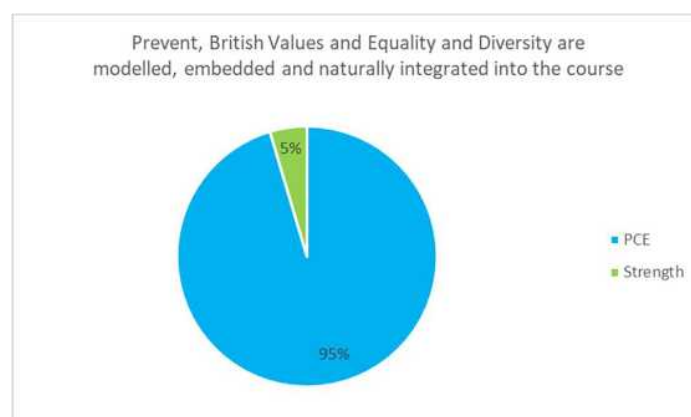
***"The learner proudly showed off her work and was seen in session providing regular support for peers working at lower levels."***

In another class the learners were observed discussing healthy eating and a report from a class in November 2019 highlights that:

***"The tutor asks questions to stimulate and encourage thinking and was surprised at the level of participation amongst the most reserved of learners during the visit by the dental education team."***

Through the service's Learner Involvement Strategy, two learners are in the process of being recruited to represent learners on the Adult Learning Steering Group. In addition, the service already has 95 volunteer learners requesting to join the Learner Forum and other learners have participated in Focus Groups. Through the Learner Awards, learners will have an opportunity to nominate a learner in their class to the termly Classroom Colleague Award, which acknowledges learners who have made a difference to their fellow learners by contributing to their learning experience in a positive way over the term. These developments are in process of implementation and we aim to see the full impact in 2020-21.

The service's observation programme in 2019-20 has evidenced that in 100% of classes Prevent, British Values and Equality and Diversity are modelled, embedded and naturally integrated into the course.



All tutors are expected to establish ground rules with their learners and embed British Values and Equality and Diversity into their curriculum. In a creative writing class observed in February 2020:

***“Learners are encouraged, by a series of questions, to consider various aspects of British Values, Prevent and Equality and Diversity and how these may have impacted upon them and to use this as a source of inspiration for their own creative writing.”***

In an observation in November 2019:

***“The tutor uses historical knowledge well to disseminate interesting material in relation to Prevent, British Values and equality and Diversity, e.g. timeline in relation to influences upon Norfolk over previous centuries.”***

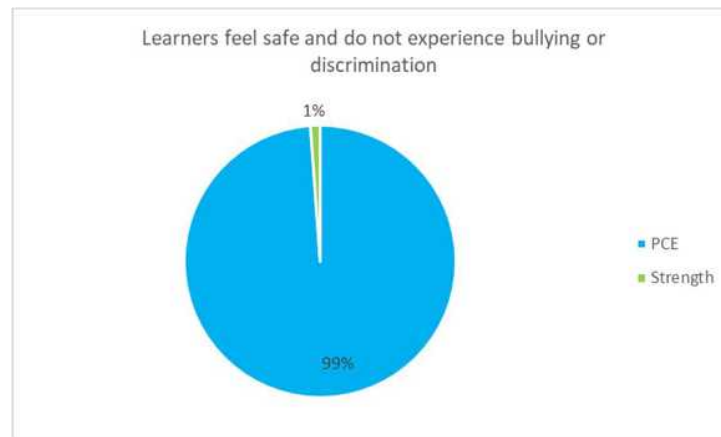
The service actively promotes equality of opportunity to learners. For example, apprentices are able to discuss concepts such as unconscious bias and the impact it has on their behaviour and corporate culture. This enables them to have difficult conversations with team members.

These comments are from an observation in June 2020 of a course delivered online:

***“The group cohesion is palpable and is promoted and supported by the tutor who has a genuine interest in and empathy with her learners. The difficulties of shopping and caring for a young child were shared within the group, having to access the session via a phone was accommodated with extra signing during the spelling test and very clear finger spelling at all times, combined with a patient manner. Learners were supportive of their peers.”***

Staff embrace the diverse backgrounds of their learners. They use their different interests and cultural traditions to develop effective resources and learning activities. For example, Chinese learners developed their writing using information about the Chinese New Year calendar. Tutors also use sports articles from newspapers to help adult learners read using their interest in football.

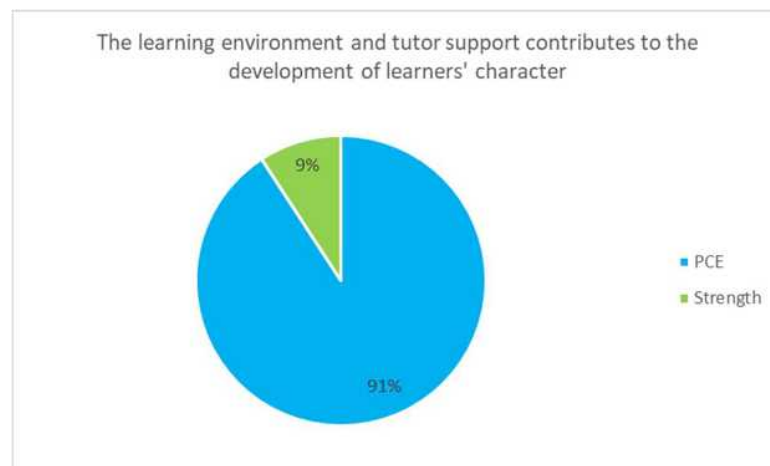
Adult Learning ensures that learners enjoy a comfortable, inclusive learning environment. Learners are welcomed and supported well by staff and tutors. From the service’s programme of observations in 2019-20, the service has established that in 100% of classes tutors promote an inclusive environment that meets the needs of all learners, irrespective of age, disability, gender assignment, race, religion or belief, sex or sexual orientation, relationship status or pregnancy.



A learner commented to a member of staff (December 2019):

***“Breathing exercises, dyslexia support for me and got a job which is really from the help I got from my tutor.”***

In 100% of observations in 2019-20, the learning environment and tutor support contributed to the development of learners’ character.



From an observation in November 2019:

***“There is a considerable amount of interaction between learners, with use of pair and group work and between the tutor and learners themselves. There is no resistance to learners working alongside each other, indeed, there is positive mutual support and well-planned pairing which ensures that English for Speakers of Other Languages (ESOL) learners are supported by peers, both in terms of understanding tasks/handouts and through 1:1 support from the tutor.”***



Tutors work hard to develop learners' confidence, resilience and knowledge so that they can keep themselves mentally healthy.

From an observation in March 2020:

***“Several learners have anxiety and/or are prone to panic attacks and the tutor has created a very supportive learning environment through the building up of positive relationships between herself and the learners but also between learners. Her adoption of a coaching/mentoring approach has worked well here, thus inspiring learners to learn for themselves rather than a top down approach.”***

From an observation in November 2019:

***“Given the personal attributes of several learners in this group and the fact that this course has been quite a short one, it was especially commendable that one learner felt able to disclose that she had lost her voice when age 13 due to vocal cord problems and because of anxiety and stress when bullied at school. It is to the tutor’s credit that this learner felt particularly safe to disclose this information.”***

The service’s 2019-20 Learner Survey asked learners to let us know what impact their Adult Learning course has had on their life. The main areas identified by respondents included: improved confidence, improved job opportunities and learning a new skill. In particular, 46% of learners who responded to the survey reported that their course had improved their mental and physical health and wellbeing.

The onset of the pandemic in March 2020, led the service to review its intent and consider how it could take a leading role in supporting Norfolk residents through learning to develop their confidence, resilience and strategies to manage and improve their mental well-being and reduce the impact of social isolation.

The service swiftly and effectively developed a wide-ranging online programme of courses designed for this purpose, including the ‘Creation in Isolation’ programme, where learners were able to effectively engage in a range of creative online workshops that had as their key purpose to improve mental well-being. Courses also included a range of languages and a cookery course delivered by a French tutor from his kitchen. Through an outstanding demonstration of resilience, determination and the hard work of all Adult Learning staff; by the end of the summer term 2020, around 3,000 Norfolk residents had engaged with our range of online programmes.

To support this remarkable achievement, the move to online delivery led the service to work with hundreds of learners to support them with the digital skills that they needed to access their online course. This was achieved through individual telephone and email support as well as support from their tutors.

During the first lockdown, the service’s community team rapidly identified a need for an informal way to engage with learners online as they no longer had the opportunities to meet with learners

face to face. The outstanding result was that they delivered 160 Coffee and Chat sessions using Zoom between mid-March and August 2020. Varied numbers attended each session with the highest number at a single session 21, for a lockdown photography session. They received positive feedback from many learners who felt that this programme was a lifeline in a time of uncertainty and isolation. Offering a micro teach session allowed the service to directly signpost participants to our courses. The most successful being 10 enrolments to our online Yoga course and approximately 15 to online Cookery.

The development of learners' understanding of how to keep physically healthy and maintain an active lifestyle is embedded across all subject areas. In addition, the service offers healthy eating courses to learners who need support with their cooking skills and mindfulness courses to support learners' mental wellbeing.

From an observation in February 2020:

***“End product - soup, was of an excellent standard. Learners encouraged to choose to add certain elements to the soup (supporting British Values). Fresh food brought in such as coriander, with all learners viewing and smelling this.”***

From an observation in January 2020:

***“The ambiance in the room following the walk was especially vibrant with it clearly having a very positive effect on all. One learner even did a little dance with his walking aid as he prepared to go on the walk as it clearly is a highlight of the day.”***

Through our subcontractor, the Community Sports Foundation, 156 learners attended a virtual FC Live event, with Norwich City Football Club guests involved in the delivery. The aim of this event was to provide local coaches with a valuable insight into the current trends and topics within football. This event was highly successful. One learner commented:

***“Thanks so much for putting these events on. It’s not an easy time for any of us but these sessions are really insightful and interesting and I’m learning a lot.”***

Unfortunately, the summer Active Norfolk ‘Get into Sport’ programme and activities delivered through our subcontractors Norfolk Football Association were unable to go ahead due to the national restrictions.

As part of the service’s remit in supporting learners to stay safe, the service embeds safeguarding messages into its Learner Newsletters and through its curriculum. In particular, the service has developed a safeguarding slide based on its new THINK! Safeguarding strategy, which will be displayed during online courses during 2020/21 so that learners have access to how to protect themselves from abuse.

In order to make rapid improvements to the information, advice and guidance available to our learners, during this academic year the service brought its Careers guidance service in-house and

branded it 'Let's have a conversation'. Adult Learning has recognised the vital role that this service plays with our learners and in order to provide a highly effective service, we have widened our learner services team and now have 12 qualified Learner Services advisers offering Information Advice and Guidance to our learners. In addition, the service is well advertised and highly flexible. This service, which was introduced in November 2019, follows up all guidance conversations to see the impact it has had on our learners. From 88 follow up conversations with learners where the impact of the new service was reviewed, 35 learners have progressed in their learning, 3 have gained employment, 1 was referred to the Norfolk Careers Service and 10 learners have achieved their overall goal. In addition, 35 learners have received additional support and support with finance.

In addition to this service, tutors and assessors also provide effective careers information and advice and the community development team work closely with local job centres and libraries to ensure that learners benefit from detailed information on their next steps. For example, in one of the local areas, an officer worked with the Information Plus centre to offer courses specifically for their Job Club that supports people into work. Post lockdown, engagement has moved online, for example, to online employability forums across the county where promotion of our courses results in enrolments across our courses.

The redesign of our careers education and guidance service has provided both a richer source of information and a much more holistic approach to meeting learner needs. The service needs to focus on the embedding of Information, Advice and Guidance across the service to ensure that curriculum areas consistently refer learners.

The service works hard to support learners to progress to further learning. The 2019-20 learner survey conducted by the service established that 75% of respondents plan to attend further courses with the service.



The service is highly successful in progressing learners on to further learning, with good levels of internal progression, in particular at the lower levels.

## 8. Leadership and Management

### 8.1 The Impact of Leaders and Managers

Adult Learning, through its strong ambition, vision and intent, combined with a highly effective delivery of its provision, has an enormously positive impact on its learners.

In the second half of this academic year, the service's leadership and management teams demonstrated their total determination to ensure that every single learner was fully supported to continue learning and achieve in the face of the biggest crisis this country has faced since the second world war. The service's response to the onset of the Coronavirus pandemic, and the transfer of 100% of the service's provision to either online or remote delivery in less than one month from the start of the first national lockdown in March 2020, provides clear evidence of the service's commitment to providing positive impacts for our learners.

It is testimony to the service's leadership and management teams, as well as staff across the service, that in the face of the impact of the pandemic, Adult Learning continued to deliver teaching and learning effectively to adult learners across Norfolk and achieved 102.86% of its Education and Training funding target, securing additional funding for the service.

As part of the service's aim to provide all learners with the best possible service, regular and robust performance monitoring and management, supported by comprehensive, high quality data, including through the monitoring of electronic registers, have ensured that the improvement actions taken by leaders and managers are swift and effective. The learner handbook promotes the service's high expectations, and these are taken forward by the tutors and learning support assistants.

The service's Learner Services team supports learners to learn independently and to progress. The support this team provides helps learners to access their courses (physical and virtual), provides dyslexia screening, , access to examinations, help with coursework and study skills, wellbeing support and information, advice on how to access financial support and support to complete a funding or UCAS application.

The pandemic created a high need for support for learners to get online and improve their digital skills, so that they could continue their existing courses, and for new learners to join the service's new online learning programmes. The service's response to this need has been exceptional. From across the service, learners have been supported with both technical issues, such as the use of different platforms, and wider support issues, such as how to use Office 365, following set up instructions at the beginning of a course and understanding digital terminology. A lot of this support was given by telephone, via email and on Microsoft Teams. This support was then further developed by each learner's tutor as the learner progressed through their course. In addition, a comprehensive 'Being an Online Learner' guide was produced.

Through highly effective leadership of the service, Adult Learning remained completely focused on achieving positive outcomes for its learners. As a result, and in spite of the Covid-19 pandemic, learner attendance and outcomes remain broadly in line with the previous year. In addition, the service is able to evidence that, had it not been for Covid-19, and based on the success of learners who had their assessments delayed to the start of the 2020-21 academic year, because physical exams were not possible and virtual alternatives were not available, learner outcomes would have improved on the previous year.

As identified through the service's robust tutor observation process, 100% of tutors use their subject expertise to provide effective learning opportunities. The service's continuing professional development of teaching staff is comprehensive and very focused within specific subject areas. Across all areas of the curriculum, highly qualified and experienced Subject Leads support the teaching staff in their team and work closely with them to develop their subject expertise and pedagogical knowledge. In addition, the service's Quality Improvement Team are experts in teaching and learning and provide regular coaching and support that is tailored to the needs of each individual tutor, as identified through the observation process. In 2019-20, judgements across all criteria and all curriculum areas were at 98.2% practice currently embedded/strength. The end of year Learner Survey identified that 93% of learners rated the standard of teaching as either excellent or good.

The rapid move to online learning as a result of the pandemic, with around 3,000 online learners by the end of the academic year, created a range of developmental needs for our teaching staff. This support was provided by the Quality Improvement Team and a team of Tutor Buddies, who work with specific tutors to support them with online delivery. The Quality Improvement Team created a 'Teaching online' support environment, where good practice guides and support for tutors are available.

Leaders and managers need to focus on how the move to online teaching and learning has changed the way the service should respond to learners who require additional support in order to successfully complete their programme of learning.

In July 2020, the service delivered a CPD programme to teaching staff focusing on online delivery, with topics such as: providing effective learner feedback online, using PowerPoint to reach the audience and mental health awareness (both for staff working from home and in relation to learners with mental health issues in your classroom), among others.

The service conducted an Online Learning Review at the end of the academic year with learners, tutors and other staff to learn lessons for future online delivery. 84% of learners appreciated the flexibility of online learning and 90% said that communication with their tutor was just right. 89% of online learners completed their course. 46% of learners said they would continue with online learning even when the pandemic is no longer an issue.

The service's leadership team are driven to ensure that our learners benefit from effective teaching and high expectations in both our physical and our virtual classrooms. The implementation this year of a new developmental observation process, combined with a reinforcement of the management of the quality of teaching and learning, were highly effective in addressing previously identified areas for improvement. All of the service's target

improvement areas were achieved and the service has a robust improvement plan in place. The service's response to Covid-19 was exceptional, with the quality improvement team leading the service's highly effective support for tutors and learners to access their classrooms online. With the continuation of a high proportion of online learning, the service has commissioned a comprehensive training package for tutors that will be delivered in the autumn term of the 2020-21 academic year. In addition, the service has prioritised expenditure of the £800,000 capital funding it has secured from the Council for the purchase and use of new IT equipment to support the delivery of flexible and remote learning. The quality improvement team has redeveloped its observation processes to an online environment, so as to ensure that learners continue to benefit from a high-quality experience through these challenging times.

Adult Learning has a comprehensive Learner Involvement Strategy, which creates a framework for securing learner feedback and involvement. Learner focus groups are used to review specific service initiatives, such as the review of the learner handbook in March 2020. A Learner Forum has been developed and will be up and running in the autumn term 2020-21, with 95 learners already recruited, and the service is in the process of recruiting two learners to join its Steering Group. In addition, a Learner Awards initiative has been developed and will be implemented in 2020-21. A comprehensive learner involvement package has been developed and now needs to be fully implemented.

Learner surveys are a key vehicle for securing learner feedback. The end of year Learner Survey for 2019-20 identified that 97% of learners enjoyed their course and 88% of learners would recommend the service to a friend. From the start of 2020-21, a continuous feedback process through more regular surveys will be implemented. The service also engages with employers through its Apprenticeship Employer Survey and 83% of employers rated the service with a score of 7 or greater.

The community development team lead the development of local community engagement opportunities in specific geographical areas of the county. This team work closely with local partners and groups to identify and develop learning opportunities that meet local need. For example, by working closely with a community group in North Walsham, provision was developed to meet the IT skills needs of older residents living in rural areas.

The annual 'Our voice, our council staff survey 2020', has provided significantly improved feedback from staff in most topic areas in comparison with the previous year. Staff reported that they are receiving more organisational support and that they are experiencing reduced workplace tensions. The survey also highlighted a significant improvement in the way leaders inspire staff to use their own initiative and that staff believe that leaders have a clear vision for the future of the organisation. In addition, staff reported improvements in the way that the service values their achievements at work, with comments such as:

***“supportive meetings”, “being valued” and “I can make suggestions confidently and I know I will be listened to”.***

The service will focus on the areas where additional work is needed in relation to the quality of performance conversations and investment in learning and development, which is directly linked to the implementation of new job requirements where training needs to be improved, and engagement with part time workers. Interestingly, scores from responses submitted after lockdown were higher than prior to lockdown.

The service's Wellbeing Facilitators, who represent all areas of the service, provide a telephone and email response service to the whole Adult Learning team. They also produce regular staff newsletters with helpful information about physical and mental well-being. In addition, the Council's Norfolk Support Line is a 24/7 service available to all staff, with confidential telephone and physical counselling available free of charge.

The service has created a communications and engagement calendar, which has led to a planned improvement in communication with all staff. From March to June, during the first Coronavirus lockdown, the Head of Service sent a daily communication to all staff to keep them engaged with the service and feeling supported, while they worked from home. A weekly Staff Briefing keeps staff up to date with the latest service developments. Regular, termly staff engagement sessions commenced in the autumn term in physical locations around Norfolk. With the onset of the pandemic, these staff engagement meetings have moved online, with 10 separate online meetings held in May and June. All of these initiatives, and more planned for 2020-21, aim to keep staff feeling engaged and part of the service.

The service has also engaged with staff to discuss the impact of working from home and flexible working. Throughout the pandemic, managers have ensured that staff are able to work flexibly around their personal commitments and staff are encouraged to 'take a break' during the working day.

Staff safety, while always important, has come to the forefront of our actions during the pandemic. All activities, including teaching, are risk assessed and this process determines how we deliver our services in a Covid-19 secure way.

A review of the service structure led to a consultation process from November 2019 to January 2020 and the outcome of this process has led to a reinforced service structure that has addressed the gaps that previously existed. For example, the Learner Services team has been reinforced and a team of Learner Experience Officers are now available to provide a comprehensive range of support and advice for learners. A dedicated manager was appointed to provide effective leadership and support for the team of Learner Support Assistants; however, this manager was immediately redeployed to Covid-19 work for the Council and therefore has not yet had the opportunity to implement an improvement plan.

A continuous programme of CPD develops and strengthens the quality of our workforce. For example, following an expansion of our learner services team, the whole team has completed Information, Advice and Guidance training. Where teachers have an area for development identified through the observation process, our approach of providing coaching, targeted CPD and support has been highly successful. For example, the positive and active promotion of Prevent was identified as an area for development with two tutors during the year. Following targeted CPD and support, these two tutors were re-observed and this was no longer an issue.



The service's leaders and management team have very high ambitions for all learners, including those who are difficult to engage. This is shown in our commitment to increasing the proportion of learners from deprived wards in Education and Training in 2019/20. Community learning recruitment however, especially family learning, needs to continue to focus on opportunities to engage with hard to reach learners.

The service has appointed a Community Development Manager who manages a team of staff who focus on developing strong relationships with partners, so as to focus our delivery in the areas of greatest need. For example, a relationship with the Matthew Project, which supports learners who are recovering from alcohol abuse, has delivered both photography and creative arts for well-being, both in a physical classroom and successfully online when face to face provision was not available. A member of the community team attended coffee mornings in Great Yarmouth run by Feathers Future, a charity that supports victims of domestic abuse, to offer advice and support and refer clients onto Adult Learning courses.

The service also delivers a significant Independent Living Skills programme to learners with learning disabilities. This programme enables these learners to live independent lives. This programme has continued throughout the pandemic, with online (through Zoom) and remote delivery and support from the learner support team. The total and relentless dedication of this team enables these learners to continue and achieve.

Likewise, the service's lipreading courses enable learners who are hearing-impaired to lead an active life. With a move online during the pandemic, and a cohort of more senior learners, the service has proved that it is possible for an ageing population to learn online, provided the organisational support is in place to support both the tutors and learners to achieve this change.

## 8.2 The Impact of Governance

Adult Learning's multi-layered Governance arrangements provide strong leadership, accountability for, oversight and assurance of, the service's performance.

As a local authority provider, the service is subject to two levels of governance. Governance is provided by both the Governing Body (referred to as the Steering Group) and the Council's democratic process laid out in the Council's constitution. The two levels are complimentary and ensure there is robust scrutiny, challenge and input into the strategic direction and performance of the service.

The Cabinet Member for Communities and Partnerships is Chair of the service's Steering Group and, in addition, the service reports into the cross-party Infrastructure and Development Select Committee, which holds the service to account and supports the service to shape and develop its direction.

The Adult Learning Steering Group has cross-party representation, in addition to representatives from the New Anglia LEP, the Community and Voluntary sector, the Library service and the Council's Finance and Growth and Development teams. The Steering Group's responsibilities are clearly set out in the Terms of Reference and the Steering Group meets on a monthly basis. Towards the end of the 2019-20 academic year, the Steering Group agreed to recruit a staff representative and two learners to join the Group. This will be taken forward in the 2020-21 academic year.



Steering Group members have a secure understanding of the strengths and weaknesses of the provision and set robust targets to ensure that senior leaders improve the provision. They monitor the completion of the targets effectively. In addition, the Steering Group provides knowledge and support to the service's leadership and management teams, which is enormously positive and welcomed by staff within the service.

### 8.3 The Effectiveness of Safeguarding Arrangements

Led by the service's Steering Group and safeguarding team, Adult Learning has highly effective safeguarding arrangements in place. The safeguarding of learners and staff, while everyone's responsibility, is led by the Head of Service, who is the service's Designated Safeguarding Lead, supported by a team of Deputy Safeguarding Leads.

The Adult Learning Steering Group has, within its Terms of Reference, a remit to:

- Be proactive in ensuring that learners feel safe and know how to raise concerns and that effective safeguarding policies and practice are in place
- Place the promotion of fundamental British values at the heart of the service's work and protect learners from radicalisation and extremism, responding swiftly where learners are vulnerable to these issues.

The Designated Safeguarding Lead reports to Steering Group at every Steering Group meeting. The safeguarding team is well trained and provides good support to staff and learners. The service has clear policies and processes in place that enable staff to identify, help and protect learners and reduce their risk of harm. All staff are DBS-checked in accordance with the service's policy and receive regular and appropriate training, which is led by the safeguarding team. The service also provides local updates for staff through regular communications and team activities, including the inclusion of safeguarding on all management and Steering Group agendas. This has resulted in a good level of awareness among staff of local issues, such as county lines, that may affect their learners' safety. In addition, the service has implemented an additional programme of online safeguarding training for all managers, to increase safeguarding awareness and further reinforce measures in relation to Safe Recruitment.

Staff deal with safeguarding concerns promptly and appropriately and effective records are maintained. In 2019-20, all cases were managed and closed within 24 hours of them being reported.

Since March 2020, and as a result of the pandemic and the move to online learning, the Safeguarding team has led a comprehensive review of measures to protect learners and staff when they are learning and working online. This has resulted in a plan to develop a new range of online resources for staff to use in their online class, which will be implemented in the 2020-21 academic year.

## 9. Self-Financed Programmes

Adult Learning's self-financed programmes are designed and delivered outside of the Government-regulated system and do not draw down any Government funding.

### **Increasing Income Streams and building the Leisure programme**

The Leisure strand of Adult Learning is made up of full cost recovery courses, with a focus on creative crafts. A key aim of the Leisure programme this year was to increase and diversify revenue through the introduction of new creative programme strands targeted at a younger demographic. Half-day Saturday craft tasters and evening courses across silversmithing and ceramics successfully achieved this, with Leisure successfully meeting its financial target in the 2019-20 financial year, generating an income of £292,000. Over the autumn and spring terms, 1,496 learners engaged with the leisure programme on-site.

It is expected that this programme will grow in 2020-21, as modern foreign languages and some creative courses will complete their transition across to the service's full cost recovery programme.

### **Developing Creative Partnerships and Reciprocal Marketing**

A further aim was to raise the profile of the Leisure offer via new, creative partnerships and strong and succinct marketing messaging. Partnerships were developed with the creative and cultural sector – including participation in Norfolk Open Studios, Norfolk's Maker Festival, Norfolk's Creativity and Wellbeing Week, and a planned craft market at Wensum Lodge in collaboration with the Fresh Artisan Market (which has had to be delayed due to Covid-19).

A creative e-shot and new evaluation methods were introduced to build stronger relationships with core learners, whilst specific campaigns targeting a younger demographic were created. Strong reciprocal marketing relationships were developed with Norfolk cultural partners including Norwich University of the Arts, Visit Norwich, Norfolk Arts Forum and Norfolk and Norwich Festival.

With the outbreak of the Covid-19 pandemic, new internal cultural and commercial partnerships were developed:

### **Connect Create – Partnership with Norfolk Museums Service**

***"I really enjoyed the mixture of art history and practising techniques, as well as the actual making, and the brilliant guidance and explanations by the excellent Tutor' participant feedback."***

Working with Norfolk Museums Service, Connect-Create was piloted – providing online workshops for adults offering the opportunity to engage Norwich Castle's collection via specialist talks from expert museum staff, followed by the chance to respond creatively with expert tuition from a Tutor from Adult Learning. The offer was well received with 40 participants over 4 sessions. The service aims to further develop this type of online offer as well as a physical course in partnership in summer 2021.

## Staff Wellbeing Workshops – Partnership with HR

***“Today left me feeling energised and helped de-stress and calm my anxiety’  
participant feedback.”***

A partnership was also developed with Norfolk County Council’s (NCC) HR service, who commissioned the service to develop a series of online wellbeing workshops for Adult Social Services staff. Spanning yoga, mindfulness, creative writing and drawing, the workshops focused on the NHS five steps to wellbeing. 75 staff participated in the five sessions. A further 15 workshops have been commissioned, open to all NCC staff. Over the next academic year, the service is keen to look into opportunities to extend the wellbeing offer to external commercial partners.

### **Development of Online Offer and Safe return to face to face delivery**

With the outbreak of Covid-19, teaching staff moved to online teaching, with great success. This has led to the decision to deliver languages online for the duration of the ongoing pandemic, which has led the service to reach a wider geographic demographic across Norfolk.

The pandemic led to a pause in the summer term for silversmithing and pottery courses. Working closely with tutors, technicians, the internal operations team and NCC health and safety officers, the service has prepared to return to the classroom in the 2020-21 academic year, subject to the ongoing pandemic.

## **10. Full data tables are in the accompanying document ‘2019\_20\_SAR Final Data Tables’**

# Short inspection of Norfolk County Council Adult Learning

Inspection dates:

28–29 January 2020

## **Outcome**

Norfolk County Council Adult Learning continues to be a good provider.

## **Information about this provider**

Norfolk County Council Adult Learning (NCCAL) provides adult learning and apprenticeship programmes. NCCAL provides training in a region that has a high proportion of residents with a low level of numeracy, literacy and vocational qualifications.

At the time of the inspection, there were 3,354 learners. Most learners study level 1 and level 2 courses. These include functional skills qualifications in English and mathematics. Most learners are adults. 143 learners are on apprenticeship programmes, most at level 3. Programmes include business administration, operational firefighter and teaching assistant standards.

The provider's largest teaching centre, Wensum Lodge, is in the early stages of a major development project. The council has provided significant investment which is currently being used to provide new learning resources to meet the needs of the community.

## **What is it like to be a learner with this provider?**

Learners enjoy the comfortable, inclusive learning environment. They feel welcomed and supported by staff and tutors. Tutors provide them with good-quality learning resources to use at home. This helps learners to improve and consolidate their skills and knowledge more rapidly.

Tutors support learners effectively, helping them to develop their confidence. Many courses help learners overcome their loneliness and isolation from society. For example, lipreading classes enable hearing-impaired learners to lead an active life. Learners develop the confidence to meet new people and interact with their neighbours.

Many learners enjoy developing their hobbies to a high standard. Courses such as silversmithing teach techniques essential for producing delicate high-quality jewellery. Learners often develop their hobbies into self-employment.

Most learners gain basic skills in English and mathematics.

Learners feel safe studying at NCCAL.

## **What does the provider do well and what does it need to do better?**

Leaders have designed an effective curriculum that meets the needs of the local community and employers well. They understand the needs of learners living in rural, often economically deprived, areas of Norfolk. Good provision is available for learners with complex learning and social needs. For example, they teach adults with learning disabilities how to live independent lives. Leaders ensure that programmes offered provide many opportunities for learners to continue studying. Good provision exists for the ageing population.

Tutors are skilful in helping learners become more resilient. For example, apprentices are able to discuss concepts such as unconscious bias and the impact it has on their behaviour and corporate culture. This enables them to have difficult conversations with their team members.

Tutors enable apprentices to understand the impact that national issues may have on their businesses. Apprentices relate these well to their own learning. For example, they engage in lively and informed discussions about Brexit. They are able to relate the implications that this may have on future trading in the European market.

Staff embrace the diverse backgrounds of their learners. They use their different interests and cultural traditions to develop effective resources and learning activities. For example, Chinese learners develop their writing using information about the Chinese New Year calendar. Tutors use sports articles from newspapers to help adult learners read using their interest in football.

Tutors ensure that most learners and apprentices access good-quality learning resources. Learners benefit from a flexible learning approach using new technology. This helps them to make good progress on their courses. For example, adult learners receive effective support from their tutors to enable them to link the online learning resources to classroom activities. This supports them to continue their learning in their own time. However, learners in a few community learning venues do not benefit from these good resources and facilities.

Tutors do not ensure that adult learners receive appropriate developmental feedback to enable them to improve the standard of their written work. For example, learners do not develop skills in self-correction when reviewing their own work because

tutors do not routinely correct or explain basic errors in spelling, punctuation and grammar.

Assessors do not identify apprentices' starting points effectively. As a result, they do not have a good understanding of the skills, knowledge and behaviours that apprentices need to develop. Leaders are taking steps to rectify this, but it is too early to demonstrate its impact.

Tutors and assessors carry out effective careers advice and guidance. Leaders have a rich source of information about their communities and learners. Experienced staff work closely with the local job centres and libraries to ensure that learners benefit from detailed information on their next steps.

Leaders recently strengthened the senior leadership team. Management training has ensured that they have the skills and expertise they need. Governance arrangements are strong. They have a secure understanding of the strengths and weaknesses of the provision. Governors set robust targets to ensure that senior leaders improve the provision. They monitor the completion of the targets effectively.

## **Safeguarding**

The arrangements for safeguarding are effective.

The safeguarding team is well trained. The team provides good support to teachers and learners. Staff deal with safeguarding concerns promptly. All staff complete appropriate training. They have a good understanding of the local issues that may affect their learners' safety.

## **What does the provider need to do to improve?**

- Leaders should ensure that the feedback given by tutors enables learners to develop their knowledge and skills rapidly.
- Leaders should rapidly improve the learning resources and facilities at the few insufficiently resourced adult community learning venues.
- Managers must ensure that assessors use the starting points of apprentices to plan learning effectively.

**Provider details**

<b>Unique reference number</b>	53545
<b>Address</b>	County Hall Martineau Lane Norwich NR1 2DH
<b>Contact number</b>	01603 306605
<b>Website</b>	<a href="http://www.norfolk.gov.uk/education-and-learning/adult-learning">www.norfolk.gov.uk/education-and-learning/adult-learning</a>
<b>Principal/CEO</b>	Denise Saadvandi
<b>Provider type</b>	Local authority
<b>Date of previous inspection</b>	18–21 April 2016
<b>Main subcontractors</b>	Norfolk County Football Association

## Information about this inspection

The inspection was the first short inspection carried out since Norfolk County Council Adult Learning was judged to be good in April 2016.

The inspection team was assisted by the Head of Service, as nominee. Inspectors took account of the provider's most recent self-assessment report and development plans, and the previous inspection report. The inspection was carried out using the further education and skills inspection handbook and took into account all relevant provision at the provider. Inspectors collected a wide range of evidence to inform judgements including observing learning sessions, scrutinising learners' work, seeking the views of learners, staff and other stakeholders, and examining the provider's documentation and records.

### Inspection team

Michael Worgs, lead inspector

Penny Fawcus

Sambit Sen

Chris Bealey

Her Majesty's Inspector

Her Majesty's Inspector

Her Majesty's Inspector

Ofsted Inspector



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## Plan on a Page December 2020

### What we'll do

#### Vision:

We anticipate and respond to the needs of individuals, communities, employers and Norfolk's economy through the delivery of outstanding, inspirational and highly flexible learning

#### Outcomes:

Adult Learning's strategic and operational activities contribute to the existing and emerging areas of need, including the six year plan and the recovery response to Covid.

#### Priorities:

- Provide the knowledge and skills that individuals, employers and Norfolk's economy need
- Improve adult attainment and employability, so that individuals have the skills they need to find sustainable employment
- Play a key role in rebuilding communities and responding to the rural nature of the county, by supporting individuals and communities to be healthy, connected, safe, resilient and independent
- Work with partners and local community partnerships to support the recovery response
- Enable people with disabilities to access learning and work
- Enable families to support their children to be school ready
- Develop Wensum Lodge as a creative hub.

### How we'll do it

We will use our external funding effectively to deliver an innovative, responsive and flexible **curriculum** that **responds** directly and robustly **to the social and economic impact in Norfolk of the Covid pandemic**. In particular, we will focus on the impact on: adult attainment and employability; local businesses; social mobility; individuals who are the most vulnerable and isolated in our community; the health and wellbeing of residents; the school readiness of children; safeguarding and domestic violence.

We will **work closely with** partners, local communities and employers, as well as with residents and learners, and we will use **data and insight** to effectively shape and **target our provision** so that it supports the recovery response to Covid, rebuilding communities and responding to the rural nature of the County.

We will further develop the quality and accessibility of the **information, advice and guidance** we provide. We will seek to understand and be ambitious for our learners, **assessing their needs** and ensuring we provide high quality **careers guidance**, which is focused and targeted well to their needs.

We will **operate within the budget** available from the funding we secure and the income we generate, being financially self-sustaining. We will look for ways to improve our efficiency, be **commercial**, and make the best use of our assets and resources.

We will provide **accessible, high quality learning experiences**, support, environments and resources, which give every learner the best chance of success. We will relentlessly focus on the quality of teaching, learning and assessment and be ambitious for our learners, ensuring any further support needs are quickly identified and responded to.

We will continue to use **our systems and processes** to improve the efficiency and effectiveness of our service. Everyone will understand the importance of the **data** we capture; to support learners, monitor performance and continuously improve the service.

We will work closely with our steering group to ensure we have strong leadership and governance and to **develop an inclusive and supportive culture** for both learners and staff, where diversity is valued and people feel safe. **Safeguarding, Prevent and British Values** will continue to be embedded into our ways of working and curriculum.

### How we'll know if we've made a difference

- Data and feedback demonstrate impact against service priorities
- Self-assessed as providing an Outstanding service to our learners and staff by the end of the 2020/21 academic year
- Number of learners and apprentices accessing the service in line with service planning
- Achieving our contract and income targets
- Operating within our budget
- Number of learners who progress into further learning/education or sustainable employment
- Number of learners who report improved health and wellbeing
- Outstanding inspection outcome at our next Ofsted inspection
- Improvement in staff wellbeing
- Matrix accreditation for information, advice and guidance maintained.

## Appendix 4 – Adult Learning’s Priority Outcomes

This document outlines in detail how Adult Learning’s strategic and operational activities will contribute to these three priority outcome areas in the 6-year plan. Adult Learning has reviewed and adjusted the Adult Learning Annual Plan to reflect the emerging needs of the county and the recovery response to Covid.

### Growing Economy

We will:

- Provide extensive progression routes that enable learners to increase their literacy, numeracy and digital skills
- Provide access to a wide range of vocational and skills qualifications; as well as strong access routes into higher education
- Grow our apprenticeship programme in key sectors to provide sustainable employment and support for employers and the economy
- Deliver community-funded courses that give residents the employability skills they need to get back into work and a range of courses that provide business start-up skills that target residents who aim to start their own business
- Develop Wensum Lodge as a creative hub. While the final direction of this project has been delayed due to Covid, the service continues to focus on how it can develop both its physical and online creative offer and provide an enhanced learner experience.

### Thriving People

We will:

- Provide a comprehensive Careers information, advice and guidance service
- Maximise the use of support funding to enable residents to access learning
- Enable people with disabilities to access learning and work and to live independent lives
- Provide access to learning opportunities that respond to issues such as healthy eating and lifestyle, budgeting, loneliness, social isolation and mental wellbeing
- Enable families to support their children to be school ready through our family learning programme, including targeting families at risk due to county lines
- Offer a programme of personal development courses that are self-financed by the learner, enabling residents to extend their knowledge and grow
- Raise aspirations with our learner awards and involvement programmes.

### Strong Communities

We will:

- Locate the service’s programmes in the heart of Norfolk’s communities, both in physical classrooms and through online learning, to enable residents to access teaching and learning in the way that best meets their needs
- Play a key role in rebuilding communities and responding to the rural nature of the county, by supporting individuals and communities to be healthy, connected, safe, resilient and independent

- Continue to develop training for volunteers, both in specific sectors such as health and social care and sports coaching, and also by targeting the wider community through the Volunteering Passport
- Work closely with colleagues, partners and stakeholders to support the recovery response through learning
- Provide learning opportunities for the ageing population, for example, the service's lipreading programmes enable learners with hearing loss to continue to participate fully in their local community
- Champion Safeguarding and Prevent, including the British Values. In particular, the service will continue to work to target domestic violence and child abuse as we work with residents across Norfolk.

# Infrastructure and Development Select Committee

## Item No. 9

<b>Report title:</b>	<b>Norfolk Library and Information Service Update</b>
<b>Date of meeting:</b>	<b>28 January 2021</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr Margaret Dewsbury (Cabinet Member for Communities and Partnerships)</b>
<b>Responsible Director:</b>	<b>Tom McCabe (Executive Director, Community and Environmental Services)</b>

### Introduction from Cabinet Member

This report provides an update on how the library service has responded to the pandemic, and how it continues to support reading, learning, literacy and provide information to citizens in Norfolk.

It outlines the flexible and responsive approach of the service during the COVID-19 pandemic and to indicate the challenges and resolutions for recovery of the service.

It proposes the contributions that the library service can make to the post pandemic recovery of Norfolk in supporting literacy, reducing social isolation, providing information, promoting digital inclusion, encouraging entrepreneurship through BIPCs and for being the 'front door' of the County Council in local areas.

### Executive Summary

In March 2020, Norfolk County Council adopted a strategy for Norfolk Library and Information Service with the following vision:

*Our libraries make a real difference to the people of Norfolk by being there when they need them. Our efficient and well-run libraries are at the heart of the community, supporting individuals, communities and businesses to be the best they can be and ensuring they have access to resources and critical skills needed to make positive decisions and live independently and well.*

We will deliver the vision by following a strategy of being:

- Open and Accessible
- Relevant and Responsive
- Informative and Impactful
- Collaborative and Consistent

On Saturday 21<sup>st</sup> March, every library in Norfolk was closed in accordance with government restrictions to combat the spread of Coronavirus in the UK. Libraries did not start to reopen again until Monday 6<sup>th</sup> July (with a severely restricted offer - book borrowing, information

provision and computer use, designed to keep both staff and customers safe) and then closed again on 5<sup>th</sup> November, reopening on Wednesday 2<sup>nd</sup> December.

- When Libraries and mobile libraries were closed for lockdowns, library staff stepped up to support the community. The pandemic highlighted the role of libraries and library staff in keeping communities connected and in supporting the most vulnerable. Library staff demonstrated their skills, empathy and flexibility to meet changes in community needs. Library staff were at the forefront of managing the volunteer response in lockdown 1.
- They assisted with the distribution of food across the county at both a logistical and front-line level.
- There was ongoing engagement with people at risk of isolation through wellbeing checks, befriending and a new bereavement support offer.

There was a growth in the library digital offer including a massive uptake in the use of e-books, e-audio books, e-magazines and e-newspapers, plus activities normally held in libraries swiftly moved online including rhyme times, reading sessions for children and adults, author events, school readiness programmes, craft activities, code clubs and just a cuppa.

A new 'What's On' page highlighted a new range of online events that people could join to combat loneliness and social isolation during lockdown.

In November 2020 the service was received the exceptional contribution award in the East Anglian Book awards for its work in "supporting so many people during this difficult year, whether through lending books and other media to keep us informed, entertained and hopeful"

### **Actions required**

- 1. The select committee is invited to note and comment on this report**

## **1. Background and Purpose**

### **1.1. Libraries during lockdown:**

As lock down was announced, our service responded quickly and effectively with Norfolk Library customers offered the opportunity to borrow up to 40 items to help tide them over the coming weeks. Overdue charges were suspended and books were automatically renewed. The e-media offer was improved though additional investment and the choice of e-books increased significantly for both adults and children. Norfolk Library and Information Service went into crisis response along with other County Council services. Aiming to reach the most vulnerable first, staff were redeployed to emergency response work as part of the Community Resilience team.

Staff were redeployed to other areas of the council to support the pandemic response, library staff managed the coordination of the volunteer response in partnership with Voluntary Norfolk and District Councils. Over 3,500 volunteers were recruited, and they were managed by library staff. With volunteers being deployed to enable vulnerable people who were shielding to remain at home. At its height more than 1500 volunteer jobs were being done each week.

The mobile library team played a key role in setting up and managing the food logistics operations, both in terms of planning, stock, movement and end delivery.

The service developed a Bereavement Support information offer, library staff delivered emergency food and supplies, undertook doorstep warm and well calls, offered telephone support to help customers download eBooks and use e-Newspapers and Magazines. Over 100,000 eBooks were being loaned each month at the height of lockdown and over 48,000 downloads of magazines and newspapers continue to be made each month. Despite being closed for a long period and offering a reduced service since lockdown ended, over 11,000 new customers have joined the library in 2020.

Work began to contact older customers with warm and well calls. Over 6,000 older people were contacted and those who needed it were signposted to other services, such as food and medicine supply, befriending and were offered IT support. This activity also took place in the second lockdown with more than 5,000 older customers being contacted.

More than 200 events were held online, reaching nearly 1000 people who attended Just a Cuppa, Knit and Natter, Reading Friends, heritage workshops, and author events. Volunteers supported with digital buddy sessions, craft activities, code clubs and Just a Cuppa.

Anecdotal evidence shows that groups which usually met in the library have continued to support each other through lockdown.

Customer feedback from the sessions includes

*This event was well run and inclusive. It was great to be able attend something like this in the evening. As someone with a disability and a day job, who lives some distance from Norwich and is reliant on public transport, events such as author talks have not been as easily accessible before. Covid-19 has caused many organisations to discover new ways to run things and this has genuinely levelled the playing field for people like me in this county. I applaud you and hope it continues after we return to normal.*

*I am really enjoying participating in this group and I particularly value the way it introduces me to books I wouldn't otherwise know about or get around to reading. The group is friendly, welcoming and well run.*

*I am more likely to come to a Zoom reading friends event than one in a library (no travelling involved!)*

## 1.2. Continued support for literacy

**Norfolk Reading Pathway** aims to help non-readers or poor readers to read. It is based on the premise that anyone who can read fluently can teach someone else to read. It involves volunteers supporting learners to develop their reading skills in one-to-one coaching sessions in libraries. Post lockdown we have been reconnecting coaches with their readers. We developed a telephone / online support model for which is being piloted with a group of 12 readers which is now being widened to incorporate more readers and volunteers. The work helps people on to a pathway that then leads to progression – which could be reading a whole book, joining in with a social activity at the library or online or booking on to an adult learning course to attain a Level 1 or 2 qualification

The new approach has introduced different kind of people to the scheme as this case study illustrates: *a young man with a number of issues including dyslexia and autism and he rarely leaves his home. We've matched him with one of our remote coaches and they've been working through the 'Yes we can read' book together by telephone for three weeks now. He told me he'd never have joined up with the old style pathway, but this way suits him perfectly, and his coach says he's making great progress.*

## 1.3. Support for digital inclusion

**Learn My Way** is a national programme to help digitally excluded people gain digital skills. The library service is funded by the Good Things Foundation to deliver this offer. Excellent progress has been made against the targets set. While physical distancing means that direct one to one digital help in libraries is limited, digital support is available over the telephone from both paid staff and volunteers, with citizens being signposted to library staff to provide support to help people to do their online shopping as part of the COVID 19 response.

The service is working with *Devices dot Now* to distribute devices, provide connectivity and offer digital support to vulnerable adults and has developed remote support for digital skills and offered online help with health information.

## 1.4. Support for early years and families: The service now offers a new bounce and rhyme time every week online. We have had 11,554 views for our sessions in the last 3 months and impressively over 100,000 in total since lockdown first began. We also offer a new story time every Monday which has reached over 16,000 families in the last 3 months. Since October we have also started offering a range of activities which help families bring the story alive through crafts, sensory activities and play.

## 1.5. Support to reduce social isolation: Just a Cuppa groups for new parents have been meeting since July. These groups are a great way for parents to meet each other and to learn about local support and organisations. We have welcomed guest speakers from the Home Learning Team, Family and Information Service, Early Childhood and Family Service, Just One Norfolk, East Coast Community Health, the Infant Feeding Team and the Norfolk and Norwich



University Hospital. We have received excellent feedback both from the parents who have felt quite adrift due to Covid and from partners who have enjoyed the contact with families and have even made changes to their help offer based on feedback

Just a Cuppa for adults happen every day, and Reading Friends groups multiple times each week, giving adults from across the county an opportunity to get together, listen to stories and chat.

Feedback from Reading Friends Groups includes:

*"I rely entirely on our mobile library, which I have missed during lockdown - this group strikes me as being a good way of whetting the appetite for different types of literature/writers, as well as connecting with people online."*

*"I thoroughly enjoy someone reading to me, especially as I have macular disease and I tire very quickly. I think this is a fabulous way for people (especially older people) to connect in these times"*

## 1.6. **Support for Children and Young People**

**Code Clubs:** Libraries are working with volunteers to take code clubs online, helping primary school children learn more about coding, which helps with their maths and computer skills. 2 volunteers have so far helped 25 children develop their skills. 3 more volunteers are soon to embark on delivering their own clubs offering this chance to even more children in Norfolk.

**Engaging with young people:** Working virtually has enabled us to give a group of young people a taste of work experience in a remote way. 9 young people have worked with librarians over Zoom to select book stock for library shelves. Given a real budget, these young people have had the opportunity to select stock for library shelves when we reopen, as well as gaining an insight into how libraries select their stock and how books get from supplier to shelf. The young people are going to continue to work with us to promote our books and influence the buying choices we make.

**Summer Reading Challenge:** normally the mainstay of our summer activities, this also went online in 2020 Over 1500 children took part in the challenge online and children in Norfolk borrowed 24,318 books ebooks over the summer. In a Covid secure way outreach through Foodbank, The Locksley School and Queens Hill Primary School gave 300 disadvantaged children the chance to take part in person and NLIS gifted them their own book to keep to encourage them to keep reading over the summer. A partnership with Children's Services gave a further 3000 children the chance to participate through the Big Norfolk Summer Fun Pack, along with gifting them a book. 2 online author events and 3 storyteller events were held with over 100 attendees plus many more watching on Social Media at a later date.

## 1.7. **Service return**

Libraries began to reopen in July 2020, with a strict risk assessment in place to ensure the safety of staff and customers, with all libraries (with the exception of Hingham) and all mobile libraries being open for business by October 1<sup>st</sup>

Regular customers welcomed re-opening and footfall is comparable to High Street patterns. Opening hours in all libraries reduced as 'open library' -where customers could use libraries when staff are not present does not give the necessary controls to ensure that customers use libraries in a covid safe way.

To ensure that physical distancing is observed in libraries, numbers of visitors allowed in libraries is restricted, one way systems are in place along with test and trace, returned items are quarantined for 72 hours, and new cleaning and hand sanitising regimes have been adopted. The service is currently limited to book borrowing and return, information provision and computer use. Select and Collect and Grab and Go bags were introduced to ensure that people who did not want to linger in libraries could find books to read. The Home Library Service recommenced in December 2020.

Customers have especially welcomed the Covid safety features in libraries.

Hingham Library re-opened in January 2021. Due to the interior lay-out of the library and lack of hand washing facilities on site, an "at the door" service for local people was introduced.

## 2. **Proposals**

### 2.1. **The service plans for a staged re-opening and re-introduction of services as Covid 19 restrictions are eased. These include:**

- Offer private PC space with video-enabled equipment for people to attend remote job interviews and online health conversations,
- Re-introduce study space for students and young people catching up on educational gaps
- Re open the Norfolk Heritage Centre, American Library, the Business and Intellectual Property Centre (BIPC) and Early Years Library at the Norfolk and Norwich Millennium Library
- Extend BIPC to 6 Hubs in the county (Wroxham, Cromer, Wymondham, Great Yarmouth, Kings Lynn and Thetford. The service has received government funding until 2023 to achieve this;
- Reintroduce the use of Open Libraries with access technology adapted to comply with COVID restrictions whilst they are still in place
- Reintroduce baby weigh facilities
- Reintroduce activities in libraries to support the Early Childhood and Family Service, reduce social isolation and promote positive health messages
- Develop a blended online and face to face service that meets the needs of people in Norfolk

## 2.2. Refocus for Recovery

NLIS will provide enhanced services to support individuals and communities as they recover from the pandemic, in line with NCC priorities: [public health; children who have missed out on schooling; school readiness; economic recovery and support for the most vulnerable]. By working in partnership, NLIS offers opportunity to prevent duplication and avoid the need for costly new services.

**Open and Accessible:** increase accessibility for those most in need and the most vulnerable – working with partners and providing new services e.g. ‘Tricky Period and Toiletries to Go’ starting with 1100 bags available for those in need – in partnership with the Norfolk Assistance Scheme providing space and equipment to apply for Universal Credit, Jobs Online, Video and interviews. NLIS expects more people to present with complex issues, including poverty, homelessness, low skills and domestic hardship and can offer pathways for further help through more in depth information and advice networks

**Relevant and Responsive:** “*The coronavirus lockdown risks turning the problem of digital exclusion into a catastrophe of lost education and opportunity for the UK’s poorest and most vulnerable*”<sup>i</sup>, NLIS delivered digital devices to the community as part of the nationwide Devices Dot Now initiative and has successfully bid to deliver a further 50 with an application to another funding source – to complement the Norfolk Assistance Scheme’s Get Connected project. The library project includes an element of skills development for recipients. Library Digital Buddies are already engaged online and on the telephone with learners at home. These will continue as well as the reintroduction of face to face support when Covid 19 conditions ease. Free access to PCs and wifi in libraries will continue to be fundamental to supporting digital inclusion through the network of Norfolk’s libraries. The service will work with partners in the county on bids for funding to reduce digital exclusion

The service will seek to increase the number of apprenticeships roles at library and information assistant level to offer opportunity to young people and those who may wish to retrain.

The service will extend the opportunity for local people to volunteer with new roles around digital skills and mental health and well-being.

**Informative and Impactful:** The Early Years offer in libraries will continue to develop, with the introduction of a new literacy offer ‘*1000 books before school*’. As Covid 19 allows, face to face Bounce and Rhyme sessions and Just a cuppa for families will return to local libraries. The Business and Intellectual Property Centre and its support for business start-ups and entrepreneurs to support the economic recovery of the county will continue to develop. BIPC offers support for self-employment and start ups for those who may face redundancy and / or enforced career changes.

The Healthy Libraries programme will support information literacy and support for accurate online information. The library service will continue to play its part in

Public Health initiatives and campaigns. The Service will be plugged into information and advice networks in the county and will be able to direct people with more complex needs to appropriate advice.

**Collaborative and Consistent:** The service is collaborating with Norfolk Citizens Advice (NCA) in Great Yarmouth in offering its services from the Library. This hopefully will be a model for the future. The Service is working in partnership with both Great Yarmouth Borough Council and Kings Lynn and West Norfolk Borough Council on bids to relocate libraries to new High Street locations. A new library in Hunstanton is also proposed. The service has received funding to support people to fill in the 2021 Census in six Districts and is working with Norwich City Council to support their bid for the same funding.

The service will maximise the use of capital funds for stock and targeted refurbishments that lead to income related activities and provision of appropriate spaces for communities and individuals to take part in society online and in person.

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

- 3.1. As a result of the above, the service will make a contribution to the recovery of the County following the pandemic. The impact of library services on individuals will be measured through the collection of impact stories and by the use of the Impact Activity Evaluation tool developed by Norfolk Library and Information Service in partnership with Norwich City Council

### **4. Financial Implications**

- 4.1. NLIS lost ability to raise any income during closure and in its recovery period.
- 2021/ 2022 will see an accelerated shift in behaviours as customers move away from DVD loans, Spoken Word, Print and Photocopying and - potentially – the need to meet face-to-face in a hired venue. We anticipate that income recovery will be slow. An increased effort and emphasis will be placed on seeking external funding to maintain the developmental and essential elements of the service such as health, culture, literacy and digital skills.

### **5. Resource Implications**

- 5.1. The service is making savings in 2021/22 in the following areas:
- Refocussing the work of the Community Librarian team, resulting in a reduction in 3.31 fte
  - Following the significant take up of online newspapers and periodicals, hard copy versions will no longer be purchased.

### **6. Other Implications**

#### **6.1. Legal Implications**

N/A

**6.2. Human Rights implications**

N/A

**6.3. Equality Impact Assessment (EqIA) (this must be included)**

Equality impacts for customers: an unexpected benefit of online for those living with disabilities will continue.

Staff mental health and well-being: acknowledge the effects of COVID on staff – stress, anxiety and bereavement – family loss and economic stresses.

Recruiting volunteers – a large number have been older people who may not wish to return or start volunteering in the same numbers for a delayed period.

**6.4. Health and Safety implications**

N/A

**6.5. Sustainability implications**

N/A

**6.6. Any other implications**

N/A

**7. Actions required**

- 7.1. 1. The select committee is invited to note and comment on this report

**8. Background Papers**

- 8.1. N/A

**Officer Contact**

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

**Officer name:** Jan Holden

**Tel No.:** 07818 454232

**Email address:** [Janet.holden@norfolk.gov.uk](mailto:Janet.holden@norfolk.gov.uk)



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<sup>i</sup> [Coronavirus has intensified the UK's digital divide \(cam.ac.uk\)](https://cam.ac.uk)

# Infrastructure and Development Select Committee

## Item No. 10.

<b>Report title:</b>	<b>Progress with the Rights of Way Improvement Plan (ROWIP)</b>
<b>Date of meeting:</b>	<b>28 January 2021</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr Andy Grant (Cabinet Member for Environment and Waste)</b>
<b>Responsible Director:</b>	<b>Tom McCabe (Executive Director, Community and Environmental Services)</b>

### **Introduction from Cabinet Member**

#### **Executive Summary**

Norfolk's extensive countryside access network is a valuable resource for residents and visitors and is free to all users. It offers a variety of attractive routes to explore for recreation and health benefits and for access to local services and beautiful landscapes, archaeology and built heritage. It can help us deliver the NCC Environmental Policy [www.norfolk.gov.uk/environmentpolicy](http://www.norfolk.gov.uk/environmentpolicy), our ambitious plan to tackle the Council's carbon emissions (to achieve net zero by 2030) and deliver exemplar natural capital projects. It can also help us achieve benefits countywide in line with an emerging 25 Year Environment Plan for Norfolk and Suffolk, which itself mirrors the Government's approach to safeguard natural capital and derive sustainable societal benefit from it.

Norfolk County Council has set out its priorities for increasing public use and enjoyment of the Norfolk Rights of Way network in the Norfolk Access Improvement Plan (NAIP) [www.norfolk.gov.uk/naip](http://www.norfolk.gov.uk/naip) which was adopted by the Council in 2019 and runs for 10 years.

This report provides an update for members of the Infrastructure and Development Committee on progress with delivering the NAIP.

#### **Actions required**

- 1. To note ongoing work to deliver the Norfolk Access Improvement Plan;**
- 2. To note processes in place to monitor the plan;**
- 3. To note recommendations made by the Norfolk Local Access Forum arising from the monitoring reports.**

## 1. Background and Purpose

### 1.1. Background to the NAIP

Norfolk County Council has set out its priorities for increasing public use and enjoyment of Norfolk's Public Rights of Way network (PRoW) – footpaths, bridleways, restricted byways and byways open to all traffic - in Norfolk's Rights of Way Improvement Plan (ROWIP) which is referred to as the Norfolk Access Improvement Plan (NAIP)\*.

The NAIP is a 10-year plan for Norfolk, which Norfolk County Council is required to produce as local Highway Authority under the Countryside and Rights of Way Act 2000.

There are 2,400 miles (3,900km) of Public Rights of Way in Norfolk (footpaths, bridleways, restricted byways and byways open to all traffic) as well as cycle tracks, quiet lanes, unclassified county roads and permissive routes.

The NAIP runs from 2019 to 2029 and was adopted by Norfolk County Council on the 8<sup>th</sup> March 2019 by the [Environment, Transport and Development Committee](#)<sup>1</sup> and is published on the NCC website: [www.norfolk.gov.uk/naip](http://www.norfolk.gov.uk/naip)

The NAIP sets out how NCC will:

- increase public, economic and environmental benefit associated with the network;
- involve local communities in improving the access network;
- work collaboratively and pragmatically to make best use of resources to benefit the network;
- increase investment in the network.

\*The Plan is referred to as the Norfolk Access Improvement Plan (NAIP) because in addition to Public Rights of Way, it also considers other routes and areas (not Public Rights of Way) that allow people to access the countryside such as cycle tracks, quiet lanes, unclassified county roads and permissive routes.

### 1.2. The NAIP can be downloaded here: [www.norfolk.gov.uk/naip](http://www.norfolk.gov.uk/naip)

There are 4 parts to the NAIP

- a review of the achievements of the previous plan and recommendations for future user needs (pages 1 to 72 of the NAIP);
- a 10 year Statement of Actions (page 73 onwards of NAIP) organised into 8 themes (Appendix 1);
- an Annual Delivery Plan (see Appendix 2 for the 2020/21 delivery plan);
- and bi-annual Monitoring Reports which provide highlights of NCC activity against the Delivery Plan (please see Appendix 3 and Appendix 4 for the last 2 monitoring reports).

1

<https://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1447/Committee/18/Default.aspx>

<b>NAIP</b>	10 year ROWIP (2019 to 2029) which sets out priorities over the next 10 years for improving the Rights of Way access network in Norfolk. The plan is required under sections 60(3) and (4) of the Countryside and Rights of Way Act (2000). The legislation requires certain factors are taken into account, including condition of the network (legal record, information, publicity and management) and resources available to enhance it.
<b>10 year Statement of Actions (8 themes)</b>	Published with the NAIP, organised into 8 themes: well managed Network; well connected network; well protected network; well promoted network; good information management; community-led; supporting health outcomes; economic benefits.
<b>Annual Delivery Plan</b>	Spreadsheet populated by NCC Environment Team, Highways and Legal Orders Team, capturing projects that deliver NAIP actions
<b>Bi-annual Monitoring report</b>	Highlight report produced by NCC Environment Team for the Norfolk Local Access Forum (NLAF) to enable the forum to monitor progress

### 1.3. Development of the NAIP

The plan was developed with the advice and assistance of the Norfolk Local Access Forum [www.norfolk.gov.uk/nlaf](http://www.norfolk.gov.uk/nlaf) (NLAF), which is a statutory group of 22 volunteers, which advises the Council on access to the countryside.

Forum members are local people and experts in their specialist area of countryside access (or related interest area) who volunteer their time to provide advice to Norfolk County Council and other statutory bodies such as Natural England, district and parish councils on how to make the countryside more accessible and enjoyable for recreation and to benefit social, economic and environmental interests.

## 2. **Context and relevance**

### 2.1. Relevance

The NAIP was adopted before the Covid pandemic took hold, but now, more than ever, Norfolk communities have appreciated their local outdoor green spaces and footpaths. Connected greenspace matters, for physical and mental health, fresh air, exercise and quiet contemplation. Footpaths can provide multiple benefits from access to nature, climate change mitigation and adaptation, improved air quality and sustainable travel. They are a vital part of our Natural Health Service.

2.2. The Plan's actions form an important way in which the Council can deliver its Environmental Policy [www.norfolk.gov.uk/environmentpolicy](http://www.norfolk.gov.uk/environmentpolicy), our ambitious plan to



tackle the Council's carbon emissions (to achieve net zero by 2030) and deliver exemplar natural capital projects.

Public Rights of Way contribute to people's wellbeing, offer sustainable and non-polluting transport opportunities, support the rural economy and provide green corridors of direct benefit for wildlife both providing and connecting areas of habitat

- 2.3. The NAIP delivers on "Together for Norfolk"<sup>2</sup> - the Council's business plan – which includes the key objective to 'Grow the Norfolk Trails network to encourage everyone to explore and benefit from their local countryside and biodiversity.'

2.4. Context

The NAIP is set against the backdrop of Norfolk's projected growth agenda which envisages that by 2026 there will be 95,000 more jobs, 10,000 new businesses and 117,000 more homes in the county.

Norfolk is also a very attractive visitor destination, contributing to the visitor economy of the East of England, which is valued at more than £10bn a year, making it the largest industry sector and one of the biggest employers

<https://www.visiteastofengland.com/business-trade>

Population growth and a rise in visitor numbers will place increasing demands on the Public Rights of Way and access network which is composed of many historic routes and ways dating back centuries that do not always meet the needs and demands of users and land managers today.

### **3. Delivery and Monitoring**

3.1. Delivery

Please see Appendix 2 for the 2020/21 NAIP Delivery Plan spreadsheet.

PRoW maintenance is directed at an operation level by NCC's Transport Asset Management Plan (TAMP) <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/roads-and-travel-policies/transport-asset-management-plan> which identifies optimal allocation of resources under increasing pressures including limited budgets.

Further delivery of NAIP objectives is dependent on sourcing and securing external funding and Environment Team has been successful in attracting funding from Department for Transport; the Rural Development Programme England; the Heritage Lottery Fund; Interreg; and the Community Infrastructure Levy for many projects. Many of these improvements relate to Norfolk Trails routes rather than the wider PRoW network.

Following a review of the Public Rights of Way Service in 2011, Norfolk County Council made the decision to promote existing long distance paths

<sup>2</sup> <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/corporate/council-vision-and-strategy/together-for-norfolk>

and associated circular routes under the Norfolk Trails banner separately from PRow. It was believed that this approach would achieve the biggest impact for the Norfolk economy—and this has been borne out by the many projects and upgrades it has been possible to fund from outside sources to benefit the network.

3.2. Monitoring the NAIP

The Norfolk Local Access Forum [www.norfolk.gov.uk/nlaf](http://www.norfolk.gov.uk/nlaf) plays an important monitoring and advisory role for NCC to check progress with delivering the plan.

Monitoring reports are produced for the NLAF to review every 6 months. These cover projects and services which contribute to that year's NAIP Delivery Plan. NCC Teams contributing to the report include: Environment Team; Highways; Legal Orders and Registers.

Please see Appendix 3 for the March to September 2020/21 Monitoring Report and Appendix 4 for the September to March 2019/20 Monitoring Report.

3.3. NLAF advice

A subgroup of the NLAF receives the NAIP monitoring reports and reviews NCC progress with NAIP delivery.

At the last full NLAF meeting held on 7th October 2020, the NLAF recorded that whilst they were very pleased overall with actions to improve access in the county, they highlighted 4 specific recommendations for action:

1. More resource for handling Definitive Map Modification Orders (DMMOs)
2. More resource for enforcement action to re-instate footpaths
3. A mechanism to quantify PRow usage and hence estimate their contribution to Norfolk's economy and people's health
4. Better public transport to connect PRow and Norfolk Trails to communities.

See Appendix 5 for NLAF minutes from 7<sup>th</sup> October 2020.

## **4. Proposals**

- 4.1. To note officers' ongoing work to deliver the Norfolk Access Improvement Plan;
- 4.2. To note processes in place to monitor the plan;
- 4.3. To note recommendations made by the Norfolk Local Access Forum arising from the monitoring reports.

## **5. Impact of the Proposal**

- 5.1. Continue to support officers work on delivery on the NAIP

## **6. Financial Implications**

- 6.1. The NAIP is a policy document which seeks to encourage cross sectoral joint working to improve countryside access across Norfolk for everyone. In part this

includes the ambition to increase investment in the network and to work collaboratively and pragmatically to make best use of resources to benefit the network. All public sector investment, supported by the NAIP, will be taken through the appropriate channels to ensure that budgets are affordable and formally approved and then monitored and reported on to deliver value for money.

## **7. Resource Implications**

- 7.1. **Staff:**  
None.
- 7.2. **Property:**  
See 3.1 above.
- 7.3. **IT:**  
None.

## **8. Other Implications**

- 8.1. **Legal Implications**  
None.
- 8.2. **Human Rights implications**  
None.
- 8.3. **Equality Impact Assessment (EqIA)**  
None.
- 8.4. **Sustainability implications**  
Please see impacts section.
- 8.5. **Any other implications**  
None.

## **9. Actions required**

- 9.1.
  1. To note ongoing work to deliver the Norfolk Access Improvement Plan;
  2. To note processes in place to monitor the plan;
  3. To note recommendations made by the Norfolk Local Access Forum arising from the monitoring reports.

## **10. Background Papers**

- 10.1. Appendix 1 - a 10 year Statement of Actions (page 73 onwards of NAIP) organised into 8 themes
- 10.2. Appendix 2 for the NAIP 2020/21 delivery plan
- 10.3. Appendix 3 Norfolk Access Improvement Plan (NAIP) 2019 – 2029 - Monitoring Report April 2020 to September 2020
- 10.4. Appendix 4 Norfolk Access Improvement Plan (NAIP) 2019 – 2029- Monitoring Report October 2019 to March 2020

## Officer Contact

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

**Officer name:** John Jones

**Tel No.:** 01603 222774

**Email address:** [John.jones@norfolk.gov.uk](mailto:John.jones@norfolk.gov.uk)



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## NAIP Statement of Actions 2019 - 2029

### THEME 1: Well Managed Access Network

<b>Description</b>	<b>We will manage a well-signed and maintained network of multiuse routes efficiently and economically (Public Rights of Way and promoted Norfolk Trails and the National Trail in Norfolk) providing access to coastal, rural and urban areas, using good systems and standards</b>
<b>Challenge</b>	<p>The consequences of reduced public funding has meant less resource to manage the access network with poor satisfaction rates in comparison with some other highway authorities.</p> <p><i>The challenge is to find innovative and new ways to help deliver network management, working with partners and communities.</i></p>
<b>Target (by 2029)</b>	<p>Improve the Highways and Transport Network Survey Key Benchmark Indicator for Public Rights of Way KBI15 to 57 (from 54) (to match or exceed the national average)</p> <p>Improve the Highways and Transport Network Survey Key Indicator for Public Rights of Way (Aspects) KBI16 to 55 (from 51) (to match or exceed the national average)</p> <p>Improve all component Benchmark Indicators for KBI 16 to match or exceed the national average (see Appendix 8.5)</p> <p>Increase volunteer involvement with PRoW management (see target under 'Community-led access network')</p> <p>Improve our standing against other Highway Authorities in the National Highways and Transport network survey</p>

THEME 2: Well Connected Access Network	
Description	We will develop an integrated green network of routes and paths that provides opportunities for all users; improves ecological resilience; creates opportunities to connect with green space and places of natural and cultural heritage ; improves connections for work/education/recreation for residents and addresses other gaps with demonstrable need where possible, both within and outside targeted 'growth' areas.
Challenge	Norfolk's population is predicted to grow from 898,400 (mid 2017) to 1,002,300 by 2041 (Norfolk Insight). <i>The challenge is to ensure that people can connect with places and green space sustainably from where they live.</i>
Target (by 2029)	Increase the number and length of all-abilities routes connecting people and places by 10 routes and 100 kilometres by 2029

THEME 3: Well Protected Environment	
Description	<b>We will protect the biodiversity and archaeology of the access network, improve understanding of Norfolk's landscape, archaeology and the natural and historic built environment that can be accessed from the network and manage the impact of visitors on protected sites.</b>
Challenge	Population growth and increased visitor numbers to Norfolk's landscapes could have a detrimental impact on special habitats and species. <i>The challenge is to minimise this threat by managing access to the most sensitive sites and promoting it where and when it will have least impact, but not direct people totally away from sensitive sites</i>
Target (by 2029)	Reduce visitor pressure which is affecting 10 protected natural sites and 5 historic sites which can be reached from the access network by 2029. Improve visitor experience at the same sites through well designed access infrastructure (e.g. path improvements) and signage. Create and promote 5 new opportunities for visitors to experience the natural and historic environment away from protected nature conservation sites or outside peak visitor months by 2029. Reach 1,000 people to improve their understanding of the natural and historic environment that can be reached from the access network.

THEME 4: Well Promoted Access Network	
Description	We will promote Norfolk's access network, the outstanding countryside and heritage that can be reached from it, and the benefits of outdoor activity, developing a communications plan to reach key user groups (visitors, walkers, cyclists, horse-riders, motorised vehicle users, disabled users and new users).
Challenge	<p>The access network is well used by dedicated access groups across the high season summer months. However there are large sections of the population which do not use the network. Furthermore, the network has capacity for greater use outside the summer season.</p> <p><i>The challenge is to increase use of the network by people who do not use it and out of peak season</i></p>
Target (by 2029)	<p>Increase use of the network by people who currently do not use it and at times outside the summer months by 20% by 2029 (from 2010 baseline), targeting areas able to sustain an increase in footfall (no detrimental environmental impact) and promoting sustainable travel to the network.</p> <p>Baseline and monitoring measured through a combination of people counter data and targeted surveys.</p>



THEME 5: An Access Network Underpinned by Excellent Information Management	
Description	We will maintain paper, GIS, and web-based versions of definitive and interactive maps and other access network information and integrate datasets spatially to identify opportunities where PRow/Trails can deliver gains for the economy, health and communities.
Challenge	Managing accurate spatial information and data about the access network is a legal duty. <i>The challenge is to manage updates and make available and use digital versions of spatial data (GIS) to make links between access and other relevant information (such as health, economy and growth) to create, share and use 'opportunity' maps (to identify opportunities that will deliver a number of benefits), essential for strategies and planning. See also healthy access network and valuable access network themes.</i>
Target (by 2029)	Keep the Definitive Map up to date and the register of claims concerning the 2026 deadline Process DMMOs.

THEME 6: Community-led Access Network	
Description	We will increase the involvement of communities in the development of and care for their local access network, working with parish councils, volunteers and other community organisations.
Challenge	As public funding reduces, the role of communities in helping to manage their local access becomes more important. <i>The challenge is to support and co-ordinate the large number of people willing to help from user groups and community groups.</i>
Target (by 2029)	Provide support for 20 community-based user groups (via training) in the management of the network by 2029

THEME 7: An Access Network that Supports/Delivers Health Outcomes	
<b>Description</b>	<b>We will improve the health and wellbeing of residents and visitors through initiatives which promote and demonstrate the benefits of physical activity to those not currently using the access network or who would benefit from additional physical activity as identified in the Norfolk Public Health Strategy.</b>
<b>Challenge</b>	<p>In Norfolk, unhealthy lifestyles and obesity are estimated to contribute to 23,000 hospital admissions per year. We also face the challenges of an ageing population as there will be more elderly people in Norfolk in the future. If levels of ill health remain the same in the population, this will increase demand on health and social care services.</p> <p><i>The challenge is to increase numbers of people using the access network to benefit their health and to make improvements to make access easier.</i></p>
<b>Target (by 2029)</b>	<p>Liaise with partners to create a baseline in 2019 to monitor activity of people in target groups.</p> <p>Increase the number of people from target groups who are active outdoors (e.g. walking and cycling) by 2029 (from 2019 baseline) through funded projects such as SAIL and Pushing Ahead.</p> <p>Increase the number or people who say they have improved health from being active outdoors (e.g. walking and cycling) by 2029 (from 2019 baseline) through funded projects such as SAIL and Pushing Ahead.</p>

THEME 8: Valuable Access Network	
Description	We will maximise the economic benefits to Norfolk that are generated through the access network by working with businesses, tourism agencies and Destination Management Organisations (DMOs) etc.
Challenge	<p>The Access network is of increasing value to the visitor economy with the environment and walking key attractions and reasons for people coming to Norfolk. However, currently, most visitors come for a day or less and their visitor spend is limited.</p> <p><i>The challenge is to work with businesses, tourism agencies and local government to maximise visitor spend, ensuring that local businesses are well informed about the potential of the access network. This target must be considered in conjunction with Theme 3 (a well protected access network) to ensure that increased visitor footfall is managed sustainably.</i></p>
Target (by 2029)	<p>Increase the number of visitors by 20% in a sustainable way, targetting locations and times of year to maximize the potential to local businesses. It is envisaged that this could generate an extra visitor spend of £2m.</p> <p>Evaluation through appropriate studies, e.g. MENE</p>

NAIP Delivery Plan 2020 - 2021 showing projects / services and NAIP themes they deliver against											
	THEME objective								Resources	PARTNERS / OWNER	ACTIONS 2020 - 2021
	THEME 1	THEME 2	THEME 3	THEME 4	THEME 5	THEME 6	THEME 7	THEME 8	1 = staff time (NCC, other partner staff, volunteer time) 2 = External funds received (NCC, other)		
PROJECT ↓											
Manage PRoW signage	x								1	CAOs/ NCC Highways Team	Respond to cases recorded in line with agreed specified timescales and within financial and priority limitations. Provide feedback on progress to those who reported the issue
Manage PRoW path surfaces	x								1	CAOs/ NCC Highways Team/ Contractors	Manage seasonal cutting contract 2021. Respond to additional requests for cutting in line with budgetary and priority limitations.
Manage the PRoW enforcement policy	x								1	CAOs/ NCC Highways Team	Respond to cases recorded in line with agreed specified timescales and within financial and priority limitations. Provide feedback on progress to those who reported the issue
Address PRoW access related faults and enquiries	x								1,2	CAOs/ NCC Highways Team	Respond to cases recorded in line with specified timescales and within financial and priority limitations. Provide feedback to those who reported the issue. Manage Capital Highways Improvement fund PRoW Improvements allocation ( £200k 2018/2020) with selected sites completed by March 2020. Manage LTP funds (£15k per annum) for urban footpath improvements.
Investigation and management of Definitive Map and Statement modification applications under the Wildlife and Countryside Act 1981	x				x				1 (NCC only)	Legal Orders and Registers Team	Keep a register of applications received. Remove from register once complete.
Maintain the interactive map of PRoW					x				1	Legal Orders and Registers Team	Update the interactive map of PRoW
Investigation and management of dedication agreements under the Highways Act 1980	x				x				1 (NCC only)	Legal Orders and Registers Team	N/A
Update paper and digital records as a result of modification applications, dedication agreements and public path orders.	x				x				1 (NCC only)	Legal Orders and Registers Team	N/A
Manage the National Trail in Norfolk	x		x	x	x		x	x	2 Funds from Natural England	Norfolk Trails	Undertake all regular activities associated with managing the National Trail in Norfolk. Produce Annual Report. Complete regular reporting for Natural England.
Manage and develop Norfolk Trails	x	x	x	x	x	x	x	x	1 = staff time 2 = CIL (Marriott's Way)	Norfolk Trails NCC Highways Team	Undertake all regular activities associated with managing Norfolk Trails. Develop the Kett's Country Trail. Conduct an audit of Angles Way between Harleston and Diss and between Shipmeadow to Earsham looking at access issues and signage. Highlight issues and opportunities for potential projects and funding. CIL funded re-surfacing of Marriott's Way between Costessey and Thorpe Marriott to create an improved commuting route into Norwich. Surface improvements and improved ramp gradients on Marriott's Way at Drayton
Manage the establishment of the England Coast Path in Norfolk	x		x	x	x		x	x	2 Funds from Natural England	Norfolk Trails	Progress Stretch 3 once consultation feedback has been assimilated by Natural England and the route has been agreed. Stretch 4 proposals have been delayed by C-19 : proposals will come forward from Natural England in due course.
Kett's Country Long Distance Trail: creation of a route linking Norwich to Wymondham and creating 5 local circular walks linked to areas of increased development (Wymondham and Hethersett)	x	x					x		CIL funding (2020/21 and 2021/22)	Norfolk Trails Greater Norwich Growth Board	Audit the route and engage with stakeholders. Install linear route signage. Create circular routes. Produce promotional materials. Some delays experienced due to C-19
Create or improve access (and biodiversity) through opportunities afforded by the planning system. Training will be provided to local planning authorities on PRoW and the planning system to try and maximize opportunities.		x							1 (NCC) GI Access Officers	GI Access Officers (will deliver project)	Target : training will be provided for 5 local planning authorities

THEME objective	THEME 1	THEME 2	THEME 3	THEME 4	THEME 5	THEME 6	THEME 7	THEME 8	Resources 1 = staff time (NCC, other partner staff, volunteer time) 2 = External funds received (NCC, other)	PARTNERS / OWNER	ACTIONS 2020 - 2021
<b>PROJECT ↓</b>	x	x	x	x	x	x	x	x			
Creating literature (advice for developers, applicants and planning case officers)		x							1 (NCC) GI Access Officers	GI Access Officers (will deliver project)	Leaflet to be produced and distributed and added to NCC website (and district websites where appropriate) for use by all local planning authorities, developers and applicants
Creation of Strategic Settlement and PRoW plans (s2p2)	x	x	x						1 Staff time (NCC)	GI Access Officers (will deliver project)	s2p2 will be created for 3 growth areas
Norfolk and Suffolk 25 Year Plan for the Environment		x	x		x		x		1 = staff time 2 = nothing secured yet	NCC Environment Team Suffolk County Council UEA Environmental Sciences Wider stakeholder partners	UEA completes compendium of natural assets for Norfolk and Suffolk. Next steps and priorities for action agreed with Steering Group of project partners. Align messaging with NAIP.
Norfolk County Council Environment Policy		x	x		x		x		1 = staff time 2 = nothing secured yet	Norfolk County Council	Align messaging with NAIP.
Ash dieback (ADB) - reducing the impacts of ash dieback in Norfolk	x	x	x						1 NCC Arboriculture Team; NCC Landscape, Ecology and Green Infrastructure Team, Norfolk Trails	NCC Environment Team	Manage linear woodlands (alongside Norfolk Trails : Marriott's Way; Bure Valley Way; Paston Way; Pingo Trail and Weavers' Way). Prioritise inspection of areas known to have high levels of ADB and high levels of use. Rapid ground-truthing of these areas to prioritise sections that require work. Commission tree work as needed and liaise with landowners as appropriate (e.g. on the Weavers' Way). Remove firewood to reduce risk of non-authorised removal and to offset tree work costs through sale of timber and to create litter habitat through arisings. Appropriate surveys for protected species such as bats carried out where appropriate.
MONUMENT - EU 2 Seas project to assist people living with dementia and their carers benefit from access to the outdoors.	x			x			x	x	1 NCC Environment Team 2 EU funding (2 Seas)	NCC Environment Team	Pilot technologies to reduce barriers to access when planning outdoor visits at home (for carers) Pilot technologies to reduce barriers and care burden during outdoor visits Training for those who work in outdoor settings so they can better support the needs of People Living with Disabilities (PLWD) and informal carers
PRoWAD - LINK EU Interreg VB project to help local businesses make the most of the unique environment of the Wash (includes sustainable transport and local access itineraries)			x	x			x	x	1 NCC Environment Team 2 EU funding (2 Seas)	NCC Environment Team	Develop a walking booklet for the Wash and Norfolk Coast based on the successful Coastal Treasures publication - develop food and drink-themed trails in West Norfolk and Lincolnshire; work with partnerships to help further develop Dark Skies festival.
MOBI-MIX - EU 2 Seas project to improve take up of cycle hire schemes and other 'shared mobility' schemes in Norwich and to develop 'mobi hubs' where different modes of travel seamlessly converge			x				x		1 NCC Environment Team 2 EU funding (2 Seas)	NCC Environment Team	Norwich survey on uptake of cycle hire (September 2020) working with communities, businesses and schools
ENDURE - EU 2 Seas project to improve the resilience of sand dune systems for flood defence and biodiversity. Visitor management strategy	x		x	x			x		1 NCC Environment Team 2 EU funding (2 Seas)	Norfolk Wildlife Trust National Trust Holkham Estate Natural England Friends of Horsey Seals	Management of visitors to reduce pressure on fragile dune sites in partnership with Norfolk Wildlife Trust and National Trust. Practical physical infrastructure solutions put in place; e.g. rope and post at Winterton along with signage working with Natural England ; working with Holkham Estate to reduce pressures of coast path on dunes on access point to the beach (Burnham end).
Pathways to Greater Norwich to encourage use of PRoW			x	x			x		1 NCC Environment Team 2 UEA Impact funding 3 Pathmakers Geovation funding	UEA Pathmakers	Promote four heritage routes based on PRoW in Norwich NR2 and Wensum corridor

THEME objective	THEME 1	THEME 2	THEME 3	THEME 4	THEME 5	THEME 6	THEME 7	THEME 8	Resources 1 = staff time (NCC, other partner staff, volunteer time) 2 = External funds received (NCC, other)	PARTNERS / OWNER	ACTIONS 2020 - 2021
<b>PROJECT ↓</b>	x	x	x	x	x	x	x	x			
Green Pilgrimage - next steps. To develop a tool to measure the value of green pilgrimage (travel, sustainability, health, environment, heritage)			x					x	1 NCC Environment Team 2 Other	EU European Green Pilgrimage network	Project feasibility study to develop tools which can be used universally across the EU policy area to measure the sustainability and benefit to the economy, environment and society of green pilgrimage. The project will build on results from the successful EU partnership project.
The EXPERIENCE project will use experiential tourism to increase visitor numbers from October to March through themed itineraries to address the challenge of seasonality. A minimum of 33% of activities will be suitable for disabled visitors.	x			x				x	1 NCC Environment Team 2 EU funding (2 Seas)	NCC Environment Team	Set up an EXPERIENCE Norfolk Access Group to advise, inform and consult on accessibility of Norfolk based project itineraries and communications.
Delivery of access improvements to Norfolk Trails through externally funded projects such as Experience	x								2=Developer funded 2=Marriotts Way HLF funded	Norfolk Trails / walking and cycling team	Deliver projects with the Greenways Team: Weavers' Way improvements; Holkham improvements
SAIL: enabling older people to stay active. Includes the Mobile Me Outdoors programme facilitating access to the outdoor environment through physical activity, and Dementia Friendly Walks	x			x					2 EU funding	NCC Environment Team	Final conference to share findings with EU partners
Revitalising our Railway (Weavers' Way): creating walking and cycling infrastructure between Aylsham and Stalham including new circular walks.		x	x					x	2=RDPE	NCC Environment Team	Resurfacing at Stalham. Chicanes at Honing; instillation of gates at Blickling Road and signage. Creation of 8 new circular walks with waymarking
Pushing Ahead - follow on project funded by DfT to encourage Norwich and Great Yarmouth residents to cycling and walk more			x	x				x	1 = staff time 2 = DfT grant with match from Public Health, Active Norfolk and Environment	NCC walking and cycling team, Active Norfolk, NCC Public Health and delivery partners such as Pedal Revolution, UEA, Bicycle Links and Cycling UK	Extension of the original project, focusing on public engagement. Launch Beryl e-bikes and e-scooters in Norwich.
Burlingham feasibility study - develop a vision for the estate which is owned by NCC to improve access opportunities, seeking CIL and other funding	x	x						x	1 = staff time 2 = nothing secured yet	NCC Environment Team	Feasibility study to develop opportunities for Burlingham to align with NCC strategic policies (Norfolk Futures) and 25 year plan for the environment.
Greenways is a feasibility study looking to develop a greenway network across the county based on three disused railways. The network will link into the Norfolk Trails promoted walking and cycling routes. Greenways offer safe travel routes. Our study focuses on the benefits they bring to health, wellbeing, economy, increased biodiversity, alleviation of congestion and air quality improvements.	x	x	x	x	x	x	x		1 = staff time 2 = NCC funding	NCC walking and cycling team with assistance from NCC Infrastructure and Laboratories, Sustrans, Active Norfolk and NE.	Delivery of the Greenways programme
River Wensum Strategy: missing link to complete the riverside walk between Duke Street and St George's Street in Norwich	x		x					x	1 = staff time 2 = DfT grant awarded to Sustrans (Paths for Everyone) 3 = CIL	NCC Walking and Cycling Team Sustrans Broads Authority	Agree design requirements for bridge infrastructure with Broads Authority and Hudson's architects
Engage community and user groups in the development and delivery of projects and events to improve or manage access such as the Traffic regulation orders for the Long Stratton bypass and associated housing.						x			1 Staff time (NCC)	GI Access Officers (will deliver project). Legal orders and Registers	Full consultation on community impacts and opportunities on ProW resulting from development in Long Stratton.
Improve access to jobs, training and retail and improve air quality by reducing vehicular transport through DfT Transforming Cities fund allocated to Norfolk County Council, in partnership with Norwich City Council, Broadland District Council and South Norfolk Council.		x	x					x	1 = staff time 2 = NCC, DfT grant	NCC Infrastructure team, GNGB, NCC walking and cycling team, public health	Delivery of Tranche 1 schemes such as the off-road cycle route between Wymondham and Norwich; submission of Tranche 2 Strategic Outline Business Case
Creation of a new National Trail leaflet for users			x					x	1= staff time (NCC)	Norfolk Trails / National Trail	A new leaflet will be created once Stretch 4 of the England Coast Paths is completed

PROJECT ↓	THEME objective								Resources 1 = staff time (NCC, other partner staff, volunteer time) 2 = External funds received (NCC, other)	PARTNERS / OWNER	ACTIONS 2020 - 2021
	THEME 1	THEME 2	THEME 3	THEME 4	THEME 5	THEME 6	THEME 7	THEME 8			
Delivery of Walking and Cycling Festival during October 2020 (Norfolkwide)	x	x	x	x	x	x	x	x	2=Coastal Treasures funded	Norfolk Trails / National Trail	Festival cancelled owing to C-19.
Improvement of linear and circular walks targetted on growth areas that link with the National Trail in Norfolk (Wells next the Sea and Holkham)		x							2 external funding (RDPE)	NCC Environment Team	Improve walking and cycling access infrastructure between Wells next the Sea and Holkham. Improve Holkham circular (signage and surface; installation of benches and data counters
Improve woodland and create a woodland trail at Newman Road in Rackheath with interpretation of the site's USAF air base past and biodiversity	x	x	x	x		x			2 Broadland District Council	NCC Environment Team Broadland District Council	Undertake tree work; enhance biodiversity and reduce damage to WW2 remains, create an archaeological conservation management plan and ecological plan; create interpretation panels and leaflet; install benches and cycle rack
Improve access to green space in the Thorpe Marriott area through the creation of a woodland path (Thorpe Marriott Woodland Path) connecting areas of housing with 3 woodlands owned by Broadland District Council and the NDR green bridge leading to Drayton Drewary, a registered common and County Wildlife Site	x					x			2 CIL, Openreach	NCC Environment Team Broadland District Council	Tree work; improve surfacing; install waymarking and interpretation
Manage linear woodlands (general issues - i.e. not ADB related) on the Norfolk Coast Path National Trail, Marriott's Way, Weavers' Way, Bure Valley Way, Paston Way and Pingo Trail.	x	x	x	x					1 NCC Arboriculture Team; NCC Landscape, Ecology and Green Infrastructure Team, Norfolk Trails	NCC Environment Team	Support Norfolk Trails Team in providing recommendations for tree work to complement and improve the condition of the Trails network
Parish Paths Seminars - follow on programme to encourage greater involvement with Public Rights of Way in communities	x			x		x			1: NCC officers and NLAF volunteers (PRoW; permissive access; NAIP subgroups)	NCC Environment and NLAF subgroup	Contact all parishes in Norfolk by email, sending them the information pack produced for the 2019/2020 Parish Paths seminars
Support the Norfolk Local Access Forum and its subgroups (administrative support for volunteer members) and develop collaorative working with the BLAF and SLAF where possible, building on findings of UEA student consultancy report							x		1: NCC officers and NLAF volunteers (subgroups)	NCC Environment; NCC Democratic Services and NLAF subgroups	Provide technical and administrative support for 4 full meetings (April, July, October and January) and subgroup meetings (NAIP, Permissive Access, PRoW) as agreed with subgroup chairs, to enable the NLAF to undertake their advisory role as effectively as possible. e.g.: manage the forward meeting plan; help draft reports; prepare agendas; write up meetings etc. Technical input from GI access officers and Countryside Access staff when needed
Improve public profile of the NLAF / Pathmakers (communications plan)				x					1: NLAF volunteers (joint NLAF/Pathmakers communications sub group)	NLAF / Pathmakers	Publish a joint communications plan for the NLAF/ Pathmakers
Prepare an annual report on NLAF/Pathmakers activities							x		1: NLAF volunteers (joint NLAF/Pathmakers communications sub group); NCC Environment Team support	NLAF / Pathmakers	Publish annual report
Support Pathmakers (the Norfolk Local Access Forum's charity) in its work to develop community access projects. Provide small levels of administrative assistance for trustee meetings and with funding applications							x		1: Pathmakers Trustees	Pathmakers	Provide small level of administrative capacity to enable the charity to operate effectively.
Attract funding for NAIP priority local access projects							x		1: NCC officers and Pathmakers trustees (NLAF volunteers)	Pathmakers	Provide specialist advice and support to enable Pathmakers make funding bids
Review of the Local Transport Plan			x					x	1 NCC	NCC	Conduct consultation with residents, local businesses and key stakeholders on the Local Transport Plan to find out their main concerns for the future of transport (including support for active travel) in Norfolk and to establish where they feel NCC should prioritise resources.
Refresh the Norfolk Cycling and Walking Strategy			x	x				x	1 NCC	NCC Partners	Update the Norfolk Cycling and Walking Strategy



THEME objective									Resources	PARTNERS / OWNER	ACTIONS 2020 - 2021
PROJECT ↓									1 = staff time (NCC, other partner staff, volunteer time) 2 = External funds received (NCC, other)		
Local Cycling and Walking Investment Plans (LCWIP) to drive prioritised development of cycling and walking improvements	X	X	X	X	X	X	X	X	1= staff time (NCC)	NCC Environment	Align development of LCWIP to TfN review (incorporate into Norwich Area Transportaton Strategy). Create LCWIPs for Dereham, Great Yarmouth and King's Lynn

# Norfolk Access Improvement Plan (NAIP) 2019 - 2029

## Monitoring Report April 2020 to September 2020



## Introduction

This report provides a summary of progress with 2020 - 2021 delivery of the Norfolk Access Improvement Plan <https://www.norfolk.gov.uk/out-and-about-in-norfolk/public-rights-of-way/norfolk-access-improvement-plan> which is Norfolk County Council's 10 year plan for increasing public use and enjoyment of the county's Public Rights of Way (PRoW) network.

The report:

- Provides a summary of progress against each of the NAIP's 8 Statement of Action themes, showing the number of NCC projects and services that contribute to the theme for this year (2020/2021) and theme highlights. At the back of the report there is a table of NCC projects and services that deliver against each theme.
- Covers the period March to September 2020;
- Covers Norfolk County Council projects and services
- Has been produced for the Norfolk Local Access Forum (NLAF) to enable them to monitor the plan in association with Norfolk County Council;
- Will be used by NCC to shape priorities for future work;
- Indicates where objectives are S= started; O = ongoing; NS = not started; A = achieved

The report demonstrates the wide range of activities ongoing to deliver against NAIP objectives.

It should, however, be emphasised that many of the highlights within this report relate to Norfolk Trails routes and not the wider PRoW network. Following a review of the Public Rights of Way Service in 2011, Norfolk County Council made the decision to promote existing long distance paths and associated circular routes under the Norfolk Trails banner separately from PRoW. It was believed that this approach would achieve the biggest impact for the Norfolk economy—and this has been borne out by the many projects and upgrades it has been possible to fund from outside sources to benefit the network.

PRoW maintenance is directed at an operation level by NCC's Transport Asset Management Plan (TAMP) which identifies optimal allocation of resources under increasing pressures including limited budgets.

COVID 19 has had a huge impact across all the Council's areas of work and Norfolk has seen a rise in the number of footpath enquiries registered on the Mayrise system, primarily attributed to increases in local walking, running and cycling on the Public Rights of Way network.

Our capacity to deliver projects has been affected, but there have also been pluses, with greater uptake of cycling and walking for travel, which we hope can be turned into long-term gains for health and the environment <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/campaigns/walking-and-cycling-in-norfolk>.





caption

# Theme 1: Well-managed Access Network

## Description of theme

**We will manage a well-signed and maintained network of multiuse routes efficiently and economically (Public Rights of Way and promoted Norfolk Trails and the National Trail in Norfolk) providing access to coastal, rural and urban areas, using good systems and standards .**

## Challenge

*The consequence of reduced public funding has meant less resource to manage the access network with poor satisfaction rates in comparison with some other highway authorities.*

*The challenge is to find innovative and new ways to help deliver network management, working with partners and communities*

## Target (by 2029)

Improve the Highways and Transport Network Survey Key Benchmark Indicator for Public Rights of Way KBI15 to 57 (from 54) (to match or exceed the national average)

Improve the Highways and Transport Network Survey Key Indicator for Public Rights of Way (Aspects) KBI16 to 55 (from 51) (to match or exceed the national average)

Improve all component Benchmark Indicators for KBI 16 to match or exceed the national average (see Appendix 8.5 of NAIP)

Increase volunteer involvement with PRow management (see target under 'Community-led access network')

Improve our standing against other Highway Authorities in the National Highways and Transport network survey.

## Statement of Action Objectives (text shortened)

1.1	Manage signage	O
1.2	Manage path surfaces	O
1.3	Manage linear woodlands	O
1.4	Improve Access for All	S
1.5	Better landowner relationships	S
1.6	Effective fault reporting	O
1.7	Address access-related faults	O
1.8	Maintain the Definitive Map for Norfolk	O
1.9	Manage Norfolk Trails and the National Trail/ Coast Path establishment	O
1.10	Create new access in growth areas	O
1.11	Train volunteers in path maintenance	O

New gates to improve access on the Angles Way

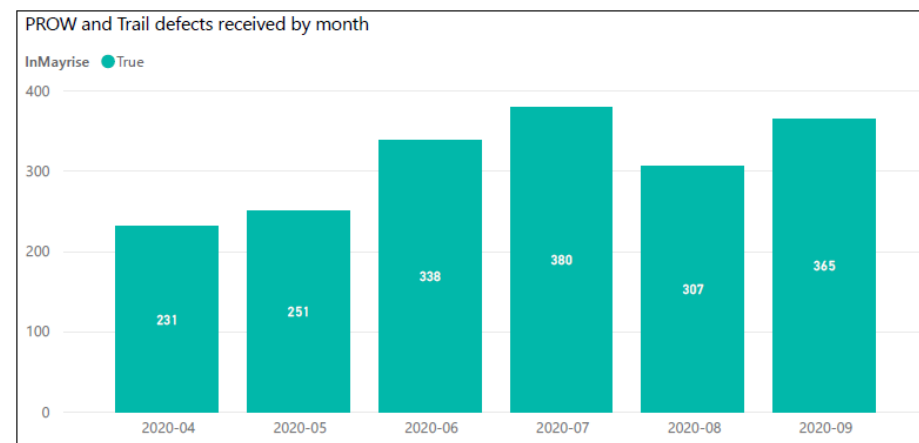




## Theme 1: summary of progress April 2020 to September 2020

### Highlights

- Between 1st April 2020 and 30th September 2020, 1872 faults were logged on the Customer Relationship Management (CRM) enquiries system. Most faults regarded damaged or missing signs, non-reinstatement, obstructions, overgrown surface, overgrown hedges/trees and surface condition. 1783 faults were logged across the same period in 2019. This significant rise in cases is primarily attributed to the impact of Covid 19 and increases in walking running and cycling on village and local path networks across the county. No further resources have yet been earmarked for PROW maintenance.
- Over the last 6 months 21 Section 131a, 134—137 non-reinstatement notices were issued to landowners. This is lower than the previous year and may reflect the fact that the Countryside Access officers were unable to make site visits to corroborate or serve notice regarding non-reinstatement issues
- Since April 2020, zero Section 130 (obstructions) or s56 (out of repair) notices were received by NCC. It is noted that 13 notices were received in 2019 –20
- Highways and Norfolk Trails cutting contracts have been amalgamated for practical and efficiency purposes for 2020 and going forward
- Capital fund: a £200k allocation has been earmarked for schemes that will be completed this financial year such as an upgrade to the surface of Ingoldisthorpe footpath 4, a well used route to school and local link path;
- A small fund will improve urban paths: 2 paths in Downham Market and one in King's Lynn are under investigation for 2020/21
- Norfolk Trails completed Paston Way signage and a promotional booklet will be available shortly. The Trail runs for 22 miles between North Walsham and Cromer.
- Stretch 3 of the England Coast Path will be progressed once consultation feedback has been assimilated by Natural England and the route has been agreed. Stretch 4 proposals have been delayed by Covid 19 : proposals will come forward from Natural England in due course.



## Theme 2: Well-connected Access Network

### Description of theme

**We will develop an integrated green network of routes and paths that provides opportunities for all users; improves ecological resilience; creates opportunities to connect with green space and places of natural and cultural heritage; improves connections for work/education/ recreation for residents and addresses other gaps with demonstrable need where possible, both within and outside targeted 'growth' areas .**

### Challenge

*Norfolk's population is predicted to grow from 898,4000 (mid 2017) to 1,002,300 by 2041 (Norfolk Insight). The challenge is to ensure that people can connect with places and green space sustainably from where they live. .*

### Target (by 2029)

Increase the number and length of all-abilities routes connecting people and places by 10 routes and 100 kilometres by 2029.

### Statement of Action Objectives (text shortened)

2.1	Improve connectivity through planning	O
2.2	Create circular walks in growth areas	S
2.3	Increase the number / length of multi-modal routes	S
2.4	Re-purpose disused railways for green access	S
2.5	Improve connectivity for wildlife	O
2.6	Encourage applications to register unrecorded paths	S
2.7	Retain and create new permissive access	S



## *Theme 2: summary of progress April 2020 to September 2020*

### **Highlights**

- Improvements at Riddleworth to improve the walking experience on the Angles Way. Obstructions removed, and the landowner installed new gates.
- Bridge improvement on the Boudicca's Way at Shotesham (see picture); signage repaired and boardwalks maintained.
- Environment Team at Norfolk County Council are exploring how the Burlingham Estate, a 3,000 acre landholding owned by the Council near Acle, can deliver significant gains for the Council's Environment Policy. Feasibility studies will explore many opportunities, including the potential for cycling and walking links with the Broads National Park and other new parks such as Horsford and Beeston, as well as the potential for nature recovery projects.





## Theme 3: Well-Protected Environment

### Description of theme

**We will protect the biodiversity and archaeology of the access network, improve understanding of Norfolk's landscape, archaeology and the natural and historic built environment that can be accessed from the network and manage the impact of visitors on protected sites**

### Challenge

*Population growth and increased visitor numbers to Norfolk's landscapes could have a detrimental impact on special habitats and species. The challenge is to minimise this threat by managing access to the most sensitive sites and promoting it where and when it will have least impact, but not direct people totally away from sensitive sites.*

### Target (by 2029)

Reduce visitor pressure which is affecting 10 protected natural sites and 5 historic sites which can be reached from the access network by 2029.

Improve visitor experience at the same sites through well-designed access infrastructure (e.g. path improvements) and signage.

Create and promote 5 new opportunities for visitors to experience the natural and historic environment away from protected nature conservation sites or outside peak visitor months by 2029.

Reach 1,000 people to improve their understanding of the natural and historic environment that can be reached from the access network.

### Statement of Action Objectives (text shortened)

3.1	Protect the historic environment	O
3.2	Protect the natural environment	O
3.3	Develop opportunities for sustainable transport	O
3.4	Improve integration with public transport	S
3.5	Protect and enhance biodiversity	O
3.6	Improve resilience of tree features	O
3.7	Develop shared goals for access in the Broads	S
3.8	Increase understanding of the natural and historic environment	S



Heritage gates on the Weavers' Way

## Theme 3: *summary of progress April 2020 to September 2020*

### **Highlights**

- Resurfacing works have been completed Weavers' Way between Aylsham and Stalham. This is being funded by the Rural Development Programme for England following a successful bid by the environment team. As part of this project new heritage railway gates have been installed along the route .
- All of the areas of NCC owned main trails that are most at risk of ash dieback infection have been assessed, and work arranged to fell trees, improve safety, create habitat piles and allow more light to reach the trail surface and margins. Checks have also been made on the natural regeneration of trees following the earlier phases of ash dieback management on the Marriott's Way near Whitwell in February 2017: trees, shrubs and ground flora are developing very well and are well suited to the local environment

Marriott's Way: left picture shows the trail in 2017 after removal of diseased ash. Right picture shows natural regeneration in June 2020



## Theme 4: Well-Promoted Access Network

### Description of theme

**We will promote Norfolk's access network, the outstanding countryside and heritage that can be reached from it, and the benefits of outdoor activity, developing a communications plan to reach key user groups (visitors, walkers, cyclists, horse-riders, motorised vehicle users, disabled users and new users).**

### Challenge

*The access network is well used by dedicated access groups across the high season summer months. However there are large sections of the population which do not use the network. Furthermore, the network has capacity for greater use outside the summer season.*

*The challenge is to increase use of the network by people who do not use it and out of peak season.*

### Target (by 2029)

Increase use of the network by people who currently do not use it and at times outside the summer months by 20% by 2029 (from 2010 baseline), targeting areas able to sustain an increase in footfall (no detrimental environmental impact) and promoting sustainable travel to the network.

Baseline and monitoring measured through a combination of people counter data and targeted surveys.

### Statement of Action Objectives (text shortened)

4.1	Develop a communications plan	NS
4.2	Develop / maintain websites	S
4.3	Develop printed and pdf leaflets	NS
4.4	Develop good media relationships	NS
4.5	Develop / maintain social media	S
4.6	Develop interpretative panels and organise events	S
4.7	Develop a photo and video library	NS
4.8	Develop apps and audio visual projects	S
4.9	Encourage schools' use of the access network	S
4.10	Promote the Great Walking Trails	NS
4.11	Promote access to a range of audiences	S
4.12	Develop 'etiquette' for multi-use routes	NS
4.13	Increase understanding of the natural and historic environment	S

## Theme 4: *summary of progress April 2020 to September 2020*

### Highlights

- The Walking and cycling Team worked with UEA Sports Park to install new signed circular walks as part of the UEA Active Campus programme. A leaflet providing routes for 6 colour coded walks was produced.
- The Marriott's Way Heritage Trail HLF project officially concluded on June 30th, however due to the spring Covid lockdown some capital works, notably the installation of replica Victorian railway gates and fencing along Marriott's Way, were delayed. The project completion celebration and exhibition also had to be placed on hold and a number of public events were lost, but two final publications (a new guidebook and circular walks guide) and the exhibition have been prepared.
- The EXPERIENCE project is getting underway, looking to blend unique and authentic individual off season activities into themed itineraries which will extend the tourist season and boost the local economy year-round. Of these activities a minimum of 33% will be accessible for disabled visitors. The project is in the early stages of setting up an EXPERIENCE Norfolk Access Group which will inform development of itineraries and marketing communications. The group includes people with first-hand experience of living with disabilities who will provide advice through virtual meetings. The group will work alongside existing access groups and share findings with other NCC teams.





## Theme 5: An Access Network Underpinned by Excellent Information Management

### Description of theme

**We will maintain paper, GIS, and web-based versions of definitive and interactive maps and other access network information and integrate datasets spatially to identify opportunities where PRow/Trails can deliver gains for the economy, health and communities.**

### Challenge

*Managing accurate spatial information and data about the access network is a legal duty. The challenge is to manage updates and make available and use digital versions of spatial data (GIS) to make links between access and other relevant information (such as health, economy and growth) to create, share and use 'opportunity' maps (to identify opportunities that will deliver a number of benefits), essential for strategies and planning. See also healthy access network and valuable access network themes.*

### Target (by 2029)

Keep the Definitive Map up to date and the register of claims concerning the 2026 deadline

Process DMMOs.

### Statement of Action Objectives (text shortened)

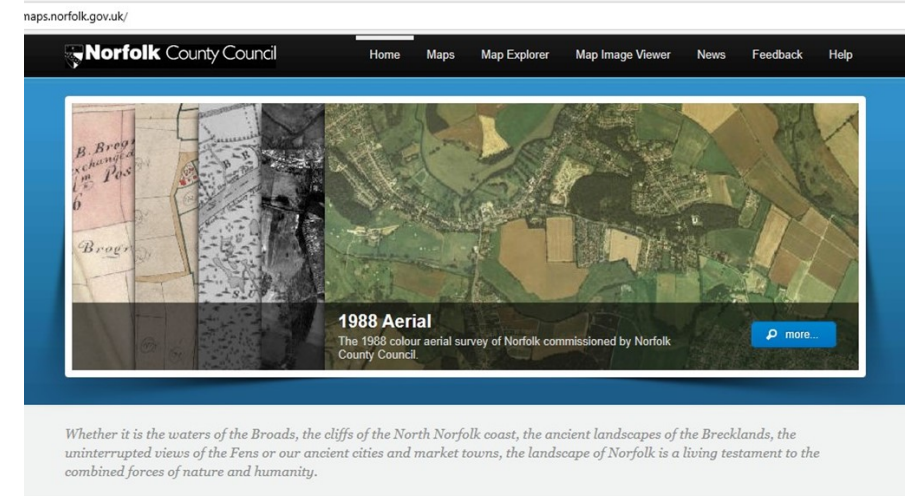
5.1	Maintain the Definitive Map	O
5.2	Maintain interactive maps	O
5.3	Use spatial mapping to seek opportunities to improve green infrastructure	O
5.4	Use spatial mapping to link access and other data	S
5.5	Develop Google Streetmap for Norfolk Trails	S
5.6	Share counter data	S



## Theme 5: summary of progress April 2020 to September 2020

### Highlights

- **Work on Modification Orders, Public Path Orders and maintenance of paper and digital records** has continued despite challenging working circumstances as a result of the Covid19 pandemic;
- **Dedication agreements** under the Highways Act 1980 investigated and managed on target;
- **Good progress is being made on Modification Orders (DMMO) made under the Wildlife and Countryside Act** though a great number of cases still remain and applications continue to be made. There are currently **< VALUE >** on the register <https://www.norfolk.gov.uk/out-and-about-in-norfolk/public-rights-of-way/register-of-definitive-map-modification-applications> ;
- **Map statements** can be viewed via the interactive map, which also permits viewing of **cutting contract** routes and for users to directly report faults. <http://maps.norfolk.gov.uk/highways/>. This functionality has greatly improved the amount of information available to the public, and has been well received by user groups;
- Norfolk County Council also maintains online historical maps, an ideal starting point for research into lost (unregistered) paths.

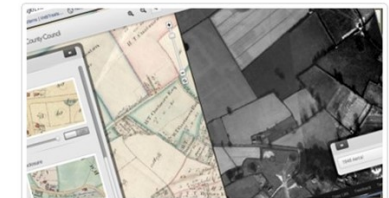


### Map Explorer

#### Interactive Map

Step into the past with the interactive map explorer and view historical maps alongside historical aerial survey data and modern day Ordnance Survey maps. Overlay maps to pinpoint changes in the geographic landscape of the County, population and housing growth in urban areas or to simply find out if the area where you live was even built 50 years ago.

[Try it now...](#)



## Theme 6: A Community-led Access Network

### Description of theme

**We will increase the involvement of communities in the development of and care for their local access network, working with parish councils, volunteers and other community organisations.**

### Challenge

*As public funding reduces, the role of communities in helping to manage their local access becomes more important.*

*The challenge is to support and co-ordinate the large number of people willing to help from user groups and community groups .*

### Target (by 2029)

Provide support for 20 community-based user groups (via training) in the management of the network by 2029.

### Statement of Action Objectives (text shortened)

6.1	Support the NLAF	O
6.2	Support user groups manage PROW	S
6.3	Engage communities in projects that improve / manage access	S
6.4	Attract funding for local projects	S
6.5	Work with large scale projects on community access	NS
6.6	Support the development of Pathmakers	O



## Theme 6: *summary of progress April 2020 to September 2020*

### Highlights

- NCC is considering routes that might be suitable for Community Payback offenders to carry out unpaid PROW maintenance work as part of their rehabilitation. This might be subject to limitations regarding welfare facilities and Covid issues.
- **No formal NLAf meetings** took place within the reporting period owing to Covid19 issues. However, the NLAf continued to meet informally using virtual software : there were subgroup chairs meetings in April and May and a meeting in July to which all NLAf members were invited;
- **NLAf subgroups' meetings:** NLAf subgroups continued to meet virtually during the reporting period. The PROW subgroup met in June and September; the NAIP subgroup met in September and the Vision and Ideas subgroup met in July.
- **Progress with the Pathmakers “Paving the Way”** project funded by The National Lottery (Heritage Fund) slowed owing to Covid restrictions making it difficult to undertake site learning visits.
- **The PROW subgroup analysed results from their 3 Parish Paths seminars**, recommending prioritisation of the following:
  - ⇒ Collaboration between neighbouring parishes to tackle PROW issues;
  - ⇒ Incentivising use of local paths by the younger generation
  - ⇒ Provision of information about PROW and suitability for different users
  - ⇒ Footpath wardens





# Theme 7: An Access Network that Supports / Delivers Health Outcomes

## Description of theme

**We will improve the health and wellbeing of residents and visitors through initiatives which promote and demonstrate the benefits of physical activity to those not currently using the access network or who would benefit from additional physical activity as identified in the Norfolk Public Health Strategy.**

## Challenge

*In Norfolk, unhealthy lifestyles and obesity are estimated to contribute to 23,000 hospital admissions per year. We also face the challenges of an ageing population as there will be more elderly people in Norfolk in the future. If levels of ill health remain the same in the population, this will increase demand on health and social care services.*

*The challenge is to increase numbers of people using the access network to benefit their health and to make improvements to make access easier. .*

## Target (by 2029)

- Liaise with partners to create a baseline in 2019 to monitor activity of people in target groups.
- Increase the number of people from target groups who are active outdoors (e.g. walking and cycling) by 2029 (from 2019 baseline) through funded projects such as SAIL and Pushing Ahead.
- Increase the number of people who say they have improved health from being active outdoors (e.g. walking and cycling) by 2029 (from 2019 baseline) through funded projects such as SAIL and Pushing Ahead.

## Statement of Action Objectives (text shortened)

7.1	Evaluate the health value of the access network	S
7.2	Increase use of the access network for health	S
7.3	Develop active travel	S
7.4	Develop routes for health and to reduce carbon	NS





## Theme 8: A valuable access network

### Description of theme

**We will maximise the economic benefits to Norfolk that are generated through the access network by working with businesses, tourism agencies and Destination Management Organisations (DMOs) etc .**

### Challenge

*The Access network is of increasing value to the visitor economy with the environment and walking key attractions and reasons for people coming to Norfolk. However, currently, most visitors come for a day or less and their visitor spend is limited.*

*The challenge is to work with businesses, tourism agencies and local government to maximise visitor spend, ensuring that local businesses are well informed about the potential of the access network. This target must be considered in conjunction with Theme 3 (a well protected access network) to ensure that increased visitor footfall is managed sustainably.*

### Target (by 2029)

- Increase the number of visitors by 20% in a sustainable way, targeting locations and times of year to maximize the potential to local businesses. It is envisaged that this could generate an extra visitor spend of £2m.
- Evaluation through appropriate studies, e.g. MENE

### Statement of Action Objectives (text shortened)

8.1	Develop links between business and Norfolk Trails	O
8.2	Increase numbers of visitors using Norfolk Trails by 20% by 2029	O
8.3	Develop profiles for those using the access network	NS
8.4	Develop visit itineraries	NS
8.5	Work with the Broads Authority on boat moorings on PROW	NS

## Theme 8: *summary of progress April 2020 to September 2020*

### **Highlights**

- Transport for Norwich has appointed a new bike share provider as part of its first series of projects funded through central government's Transforming Cities Fund. Currently the scheme has 300 bikes across 70 bays and is being promoted with the support of the Pushing Ahead Project .
- The Walking and Cycling Team has contributed to the revised Tranche 2 of the Norwich Transforming Cities Application. The fund aims to make it easier for people to access jobs, training and retail, and aims to respond to issues around air quality. NCC is currently working with DfT to finalise details of our potential settlement .
- Due to COVID-19 progress with the Green Pilgrimage has been delayed. The valuation methodology was due to be tested on new data collected in this period, unfortunately due to the COVID restrictions data collection could not go ahead. We will re-evaluate what can be delivered given current guidelines and an amended set of goals with an appropriate time-frame will be agreed in the next period.

Beryl bikes—funded through Transforming Cities DfT







Resurfacing of the coast path at Holkham was funded by the RDPE and undertaken through our strategic framework with Tarmac

The NAIP is supported by:



Community & Environmental Services  
**Norfolk County Council**  
Floor 6 County Hall | Martineau Lane | Norwich | NR1 2SG  
Tel. (01603) 222773  
E: [environment@norfolk.gov.uk](mailto:environment@norfolk.gov.uk)  
W: [www.norfolk.gov.uk](http://www.norfolk.gov.uk)



# Norfolk Access Improvement Plan (NAIP) 2019 - 2029

## Monitoring Report **October 2019 to March 2020**



Norfolk County Council

Environment Team | Floor 6, County Hall, Norwich, NR1 2SG | Email: [environment@norfolk.gov.uk](mailto:environment@norfolk.gov.uk) [norfolk.gov.uk](http://norfolk.gov.uk)



National Trail improvements at Cley

## Introduction

This report provides a summary of progress with 2019-2020 delivery of the Norfolk Access Improvement Plan <https://www.norfolk.gov.uk/out-and-about-in-norfolk/public-rights-of-way/norfolk-access-improvement-plan> which is Norfolk County Council's 10 year plan for increasing public use and enjoyment of the county's Public Rights of Way (PRoW) network.

The report:

- Provides a summary of progress against each of the NAIP's 8 Statement of Action themes, showing the number of NCC projects and services that contribute to the theme for this year (2019 / 2020) and theme highlights. At the back of the report there is a table of NCC projects and services that deliver against each theme.
- Covers the period October to March 2020;
- Covers Norfolk County Council projects and services
- Has been produced for the Norfolk Local Access Forum (NLAF) to enable them to monitor the plan in association with Norfolk County Council;
- Will be used by NCC to shape priorities for future work;
- Evaluates where projects / services contributing to a theme are on schedule using a (RAG) RED, AMBER, GREEN\* rating: where 51% or higher of projects / services within a theme are rated GREEN and there is a significant level of activity within the theme (5 or more projects / services) the theme status will be ON SCHEDULE;
- Indicates where objectives are S= started; O = ongoing; NS = not started; A = achieved

\*RED: significant issues requiring immediate action; AMBER: some variation from the project plan but action in hand to maintain progress; GREEN : on schedule (progress in line with agreed project plan); BLUE: project completed; WHITE: project in development

The report demonstrates the wide range of activities ongoing to deliver against NAIP objectives.

It should, however, be emphasised that many of the highlights within this report relate to Norfolk Trails routes and not the wider PRoW network. Following a review of the Public Rights of Way Service in 2011, Norfolk County Council made the decision to promote existing long distance paths and associated circular routes under the Norfolk Trails banner separately from PRoW. It was believed that this approach would achieve the biggest impact for the Norfolk economy—and this has been borne out by the many projects and upgrades it has been possible to fund from outside sources to benefit the network.

PRoW maintenance is directed at an operation level by NCC's Transport Asset Management Plan (TAMP) which identifies optimal allocation of resources under increasing pressures including limited budgets.

Analysis of the number of projects and services delivering against each theme (see back of this report) indicates that the following areas may need to be picked up in future years (zero contributing projects/ services) : 2.6 Encourage applications to register unrecorded paths (objective 2.6); Retain and create new permissive access (objective 2.7); Develop 'etiquette' for multi use routes (objective 4.12); Work with the Broads Authority over boat moorings (objective 8.5).

The Norfolk Local Access Forum's preliminary response to the report (NAIP subgroup) was that: Norfolk Trails is developing well; more resource for handling DMMOs is required; more resource for enforcement action to reinstate footpaths is recommended; a mechanism to quantify PRoW usage and hence their contribution to Norfolk's economy and health is required; better public transport is needed to connect PRoW and Norfolk Trails to communities. The NLAF were particularly pleased with highlighted process on Coastal Treasures which combines both Norfolk Trails and PRoW; the Greenways and Green Pilgrimage projects that demonstrate the value of promoted long-distance green routes; Norfolk Trails where improved signage and itinerary has enhanced visitor experience.





St Peter & St Paul's  
Church, Knapton

Paston Way

Paston Way  
Public Footpath



The Paston Way was upgraded this autumn with new signage, vegetation clearance and access improvements undertaken by Norfolk Trails.



# Theme 1: Well-managed Access Network

## Description of theme

**We will manage a well-signed and maintained network of multiuse routes efficiently and economically (Public Rights of Way and promoted Norfolk Trails and the National Trail in Norfolk) providing access to coastal, rural and urban areas, using good systems and standards .**

## Challenge

*The consequence of reduced public funding has meant less resource to manage the access network with poor satisfaction rates in comparison with some other highway authorities.*

*The challenge is to find innovative and new ways to help deliver network management, working with partners and communities*

## Target (by 2029)

Improve the Highways and Transport Network Survey Key Benchmark Indicator for Public Rights of Way KBI15 to 57 (from 54) (to match or exceed the national average)

Improve the Highways and Transport Network Survey Key Indicator for Public Rights of Way (Aspects) KBI16 to 55 (from 51) (to match or exceed the national average)

Improve all component Benchmark Indicators for KBI 16 to match or exceed the national average (see Appendix 8.5 of NAIP)

Increase volunteer involvement with PRow management (see target under 'Community-led access network')

Improve our standing against other Highway Authorities in the National Highways and Transport network survey.

## Statement of Action Objectives (text shortened)

1.1	Manage signage	O
1.2	Manage path surfaces	O
1.3	Manage linear woodlands	O
1.4	Improve Access for All	S
1.5	Better landowner relationships	S
1.6	Effective fault reporting	A
1.7	Address access-related faults	O
1.8	Maintain the Definitive Map for Norfolk	O
1.9	Manage Norfolk Trails and the National Trail/ Coast Path establishment	O
1.10	Create new access in growth areas	O
1.11	Train volunteers in path maintenance	O



Replacement of bridge deck on the Marriott's Way at Whitwell station. The work was completed by NCC Bridges Team in partnership with Tarmac.

## Theme 1: summary of progress October 2019 to March 2020

Number of projects / services delivering on this theme	28
Overall theme status	ON SCHEDULE
<b>Notes:</b> <ul style="list-style-type: none"> <li>There was a good improvement for Norfolk County Council in the National Highways and Transport Network Survey (see Highlights) although satisfaction was low for bridleways for horse-riding</li> <li>Norfolk County council manages the Public Rights of Way access network as part of its duties to manage the local transport network. Work is directed at an operational level by the <b>Transport Asset Management Plan (TAMP)</b> which identifies optimal allocation of resources under increasing pressures including limited budgets.</li> </ul>	

### Highlights

- Feedback about satisfaction with the Public Rights of Way network in Norfolk is available through the **National Highways and Transport Network Survey (NHT)** which evaluates perceptions and satisfaction with highways and transport services including PROW using Key Benchmarking Indicators (KBI). The survey conducted this summer (for 2019) showed a marked improvement for Norfolk County Council which achieved an above average score of 58 for KBI 15 (Rights of Way, overall satisfaction) which also represents a 4 point improvement over 2018 (the average remained unchanged at 57). KBI16 (Rights of Way – aspects) also showed an improvement of one point over 2018 at 52, although this was slightly lower than the average (54). Although not always matching the national average, satisfaction was improved (over 2018) for:
  - ⇒ Provision of footpaths for walking and running
  - ⇒ Condition of rights of way
  - ⇒ Ease of use by those with disabilities
  - ⇒ Information about rights of way routes
  - ⇒ Overgrown footpaths and bridleways
  - ⇒ Signposting of rights of way (unchanged from 2018)
- The **Customer Relationship Management (CRM)** enquiries system recorded 971 defects between October 2019 and February 2020. The majority continue to be regarding damaged or missing signs, non-reinstatement (crops affecting footpath), obstructions, overgrown surfaces, overgrown hedges / trees and surface condition. The majority of defects logged have been in the north and south of the county reflecting footpath density. Three Countryside Access Officers and Norfolk Trails staff worked very hard to resolve defects reported which are prioritised on a risk basis.
- A number of **enforcement notices** have been issued to landowners. Since April 2019, 161 Section 131A, 134 – 137 non-reinstatement notices have been issued: the majority were resolved without recourse to further enforcement action
- Since April 2019, 13 s130 (**obstruction**) and 1 s56 (**out of repair**) notices have been received by Norfolk County Council (the national average is only 2 per year)
- A new **cutting contract** combining Norfolk Trails and Highways has been issued for practical and efficiency purposes
- The current **Transport Asset Management Plan (TAMP)** runs to 2023/24. <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/roads-and-travel-policies/transport-asset-management-plan>.

## Theme 2: Well-connected Access Network

### Description of theme

**We will develop an integrated green network of routes and paths that provides opportunities for all users; improves ecological resilience; creates opportunities to connect with green space and places of natural and cultural heritage; improves connections for work/education/recreation for residents and addresses other gaps with demonstrable need where possible, both within and outside targeted 'growth' areas .**

### Challenge

*Norfolk's population is predicted to grow from 898,4000 (mid 2017) to 1,002,300 by 2041 (Norfolk Insight). The challenge is to ensure that people can connect with places and green space sustainably from where they live. .*

### Target (by 2029)

Increase the number and length of all-abilities routes connecting people and places by 10 routes and 100 kilometres by 2029.

### Statement of Action Objectives (text shortened)

2.1	Improve connectivity through planning	O
2.2	Create circular walks in growth areas	S
2.3	Increase the number / length of multi-modal routes	S
2.4	Re-purpose disused railways for green access	S
2.5	Improve connectivity for wildlife	O
2.6	Encourage applications to register unrecorded paths	S
2.7	Retain and create new permissive access	S



Access improvements on the Norfolk Coast Path were completed in February <https://twitter.com/NorfolkCC/status/1233081538469859332?s=20>



## Theme 2: summary of progress October 2019 to March 2020

Number of projects / services delivering on this theme	15
Overall theme status	ON SCHEDULE

### Highlights

- £205,000 from the Rural Development Programme for England (RDPE) enabled Norfolk Trails to make access **improvements to the Norfolk Coast Path at Holkham and Wells** and to create a new 6.7 mile circular route, which opened in February 2020. Over 900 tonnes of gravel and sand were used in the upgrade creating a smoother surface, protecting tree roots, and draining better than previously, alleviating flooding. More than 100,000 people use the path which links the Holkham Estate and beach with Wells town centre every month in the summer. <https://www.norfolk.gov.uk/news/2020/02/celebration-of-coast-path-accessibility-improvements-and-stunning-new-circular-walk>. Wheelchair users and those with sight impairments particularly benefit from the upgrade.
- Loss of permissive access** funded through Higher Level Stewardship is of great concern with urgent need for a replacement scheme to improve connectivity of the rights of way network. The Norfolk Local Access Forum's Permissive Access subgroup has been working to extend the network of concessionary paths offered by landowners in the county, with a successful parish scheme set up in Bradenham which has created 12 km of new access. Schemes are negotiated between the landowner and parish council with an agreement set up at the outset. Greater take-up (and a replacement government-backed scheme) is needed to more schemes that provide alternative, safe, off-

road routes that link village amenities or with other paths. It is hoped that the new Environmental Land Management Scheme in the Agriculture Bill where farmers are paid for public goods will include a permissive access option <https://consult.defra.gov.uk/elm/elmpolicyconsultation/>

- Norfolk Trails **improved access** :

- ⇒ At Whitwell station on the Marriott's Way where a bridge deck was replaced;
- ⇒ On the National Trail at Cley, where steps were replaced and resurfacing was undertaken linking with Environment Agency improvements to improve access through the whole area.



Large scale improvement work in progress at Holkham, funded by the RDPE

## Theme 3: Well-Protected Environment

### Description of theme

**We will protect the biodiversity and archaeology of the access network, improve understanding of Norfolk's landscape, archaeology and the natural and historic built environment that can be accessed from the network and manage the impact of visitors on protected sites**

### Challenge

*Population growth and increased visitor numbers to Norfolk's landscapes could have a detrimental impact on special habitats and species. The challenge is to minimise this threat by managing access to the most sensitive sites and promoting it where and when it will have least impact, but not direct people totally away from sensitive sites.*

### Target (by 2029)

Reduce visitor pressure which is affecting 10 protected natural sites and 5 historic sites which can be reached from the access network by 2029.

Improve visitor experience at the same sites through well-designed access infrastructure (e.g. path improvements) and signage.

Create and promote 5 new opportunities for visitors to experience the natural and historic environment away from protected nature conservation sites or outside peak visitor months by 2029.

Reach 1,000 people to improve their understanding of the natural and historic environment that can be reached from the access network.

### Statement of Action Objectives (text shortened)

3.1	Protect the historic environment	O
3.2	Protect the natural environment	O
3.3	Develop opportunities for sustainable transport	O
3.4	Improve integration with public transport	S
3.5	Protect and enhance biodiversity	O
3.6	Improve resilience of tree features	O
3.7	Develop shared goals for access in the Broads	S
3.8	Increase understanding of the natural and historic environment	S



Dunes at Winterton— the Endure project has produced an action plan to protect the dune system from recreational visitor pressures (see next page).

## Theme 3: *summary of progress October 2019 to March 2020*

<b>Number of projects / services delivering on this theme</b>	<b>13</b>
<b>Overall theme status</b>	<b>ON SCHEDULE</b>

- During the winter months of 2019/20 a **programme of ash felling** in areas with the highest infection levels of dieback disease and frequent public use has taken place on the Marriott's Way, Weavers Way, Bure Valley Way, and Pingo trail network. **Replanting**, with volunteers, has taken place at Whitwell Station. Tom Russell Grant, Arboricultural & Woodland Officer gave a presentation to the NAIP on ash dieback disease
- **Tree work** was undertaken on the Pingo Trail to address health & safety issues as well as improving habitat diversity. Planting of a new hedgerow and trees along Green Lane at Burlingham has been undertaken to improve connectivity between two woodlands
- Pushing Ahead funded by the Department for Transport focuses on increasing cycling and walking in growth areas across Norfolk, increasing the 'modal shift' away from the car, and maximising the benefits of infrastructure improvements. Pushing Ahead with partner organisation Active Norfolk facilitated two **"Big Stroll" events** in November, one in Norwich and one in Great Yarmouth. The 'Big Stroll' initiative provides support for community groups to organise, promote and lead their own community walks and includes online walk leader training and help with event promotion .
- The Endure project partnered by Environment Team at NCC has created **action plans for 4 coastal dune sites** along the north Norfolk

coast: Holme, Brancaster, Holkham and Horsey/ Winterton to protect the fragile dune systems from visitor pressures. Visitors come to Norfolk to enjoy the natural beauty of the landscape, and in north Norfolk alone, the value of tourism is estimated at £505 million, supporting 11,000 tourism related jobs. Action to conserve the dunes through route signposting, interpretation and special viewing platforms ensures that visitors can enjoy their visit whilst protecting the dynamic dune ecosystem so it can continue to offer a range of economic, recreational and biodiversity benefits for years to come. <http://www.endure.eu.com/yournorfolkdunes/>



Tree work on Marriott's Way this winter

# Theme 4: Well-Promoted Access Network

## Description of theme

**We will promote Norfolk's access network, the outstanding countryside and heritage that can be reached from it, and the benefits of outdoor activity, developing a communications plan to reach key user groups (visitors, walkers, cyclists, horse-riders, motorised vehicle users, disabled users and new users).**

## Challenge

*The access network is well used by dedicated access groups across the high season summer months. However there are large sections of the population which do not use the network. Furthermore, the network has capacity for greater use outside the summer season.*

*The challenge is to increase use of the network by people who do not use it and out of peak season. .*

## Target (by 2029)

Increase use of the network by people who currently do not use it and at times outside the summer months by 20% by 2029 (from 2010 baseline), targeting areas able to sustain an increase in footfall (no detrimental environmental impact) and promoting sustainable travel to the network.

Baseline and monitoring measured through a combination of people counter data and targeted surveys.

## Statement of Action Objectives (text shortened)

4.1	Develop a communications plan	NS
4.2	Develop / maintain websites	S
4.3	Develop printed and pdf leaflets	NS
4.4	Develop good media relationships	NS
4.5	Develop / maintain social media	S
4.6	Develop interpretative panels and organise events	S
4.7	Develop a photo and video library	NS
4.8	Develop apps and audio visual projects	S
4.9	Encourage schools' use of the access network	S
4.10	Promote the Great Walking Trails	NS
4.11	Promote access to a range of audiences	S
4.12	Develop 'etiquette' for multi-use routes	NS
4.13	Increase understanding of the natural and historic environment	S





## Theme 4: *summary of progress October 2019 to March 2020*

Number of projects / services delivering on this theme	15
Overall theme status	ON SCHEDULE

### Highlights

- The Marriott's Way project launched 17 **interactive walks using the walking app "Go Jauntly"** to bring the Trail to life with wildlife information, vintage photographs and audio clips of those who once worked on the railway, illuminating the route's rich history. <https://www.gojauntly.com/marriotts-way>. External funding for Norfolk Trails promoted routes has made projects like this possible.
- Norfolk Trails social media** @NorfolkTrails continues to provide regular updates to 3,400 Twitter followers with over 50 tweets between October to February, 30 new followers and 163 mentions. Norfolk Trails Facebook @norfolkcountycouncilnorfolktrails and Instagram @norfolktrailsuk also popular with regular posts and engaging content.
- The **Norfolk Walking and Cycling Festival** ran 16 events across the northwest Norfolk over 2 weeks in October 2019. Hosted by the Coastal Treasures project, the festival involved other partners who organised a wide variety of events to celebrate the natural and built heritage accessible from Norfolk Trails and the Coast Path National Trail. For example, the "Walking the Path of the Peaceful Warrior Woman" event with nature based crafts and activities celebrated the civilisation of the Celtic early Iron Age through a circular walk at Ken Hill (where the Snettisham Hoard was found). Other events included:
  - ⇒ a North Norfolk Night Safari at Kelling Heath Holiday park;

- ⇒ a mindfulness walk at Cromer;
- ⇒ rock pooling with Norfolk Wildlife Trust at West Runton;
- ⇒ a Seahenge walk;
- ⇒ routes for little boots at Burlingham woods;
- ⇒ a social run; AONB at Ringstead Downs;
- ⇒ sketch and stroll at Cromer promenade;
- ⇒ wildlife at Holkham.



<https://twitter.com/i/status/1197132332215545856>

<https://www.gojauntly.com/marriotts-way>





## Theme 5: An Access Network Underpinned by Excellent Information Management

### Description of theme

We will maintain paper, GIS, and web-based versions of definitive and interactive maps and other access network information and integrate datasets spatially to identify opportunities where PRow/Trails can deliver gains for the economy, health and communities.

### Challenge

*Managing accurate spatial information and data about the access network is a legal duty. The challenge is to manage updates and make available and use digital versions of spatial data (GIS) to make links between access and other relevant information (such as health, economy and growth) to create, share and use 'opportunity' maps (to identify opportunities that will deliver a number of benefits), essential for strategies and planning. See also healthy access network and valuable access network themes.*

### Target (by 2029)

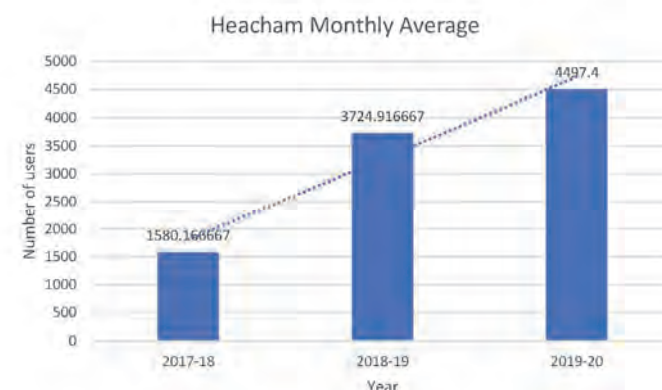
Keep the Definitive Map up to date and the register of claims concerning the 2026 deadline

Process DMMOs.

### Statement of Action Objectives (text shortened)

5.1	Maintain the Definitive Map	O
5.2	Maintain interactive maps	O
5.3	Use spatial mapping to seek opportunities to improve green infrastructure	O
5.4	Use spatial mapping to link access and other data	S
5.5	Develop Google Streetmap for Norfolk Trails	S
5.6	Share counter data	S

### Example of data counter information from coastal treasures area



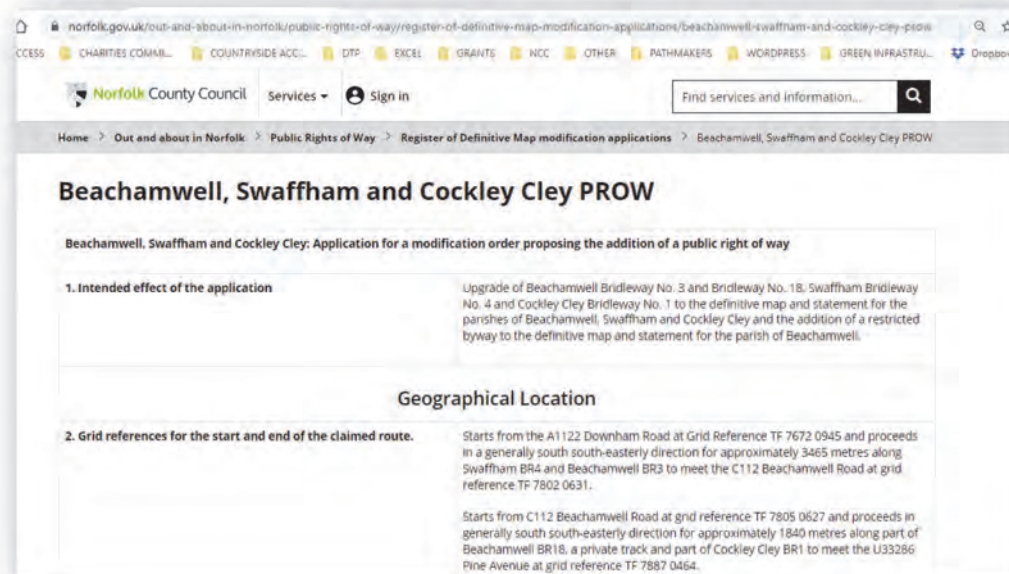
## Theme 5: summary of progress October 2019 to March 2020

Number of projects / services delivering on this theme	7
Overall theme status	ON SCHEDULE
<b>Notes:</b> <ul style="list-style-type: none"><li>Concern was expressed by the NLAF regarding the availability of resources for handling increased levels of applications for Definitive Map Modification Orders arising from the 2026 cut-off date</li></ul>	

### Highlights

- Paper and digital records** relating to modification applications, dedication agreements and public path orders updated on target;
- Dedication agreements** under the Highways Act 1980 investigated and managed on target;
- Direct Map Modification Orders (DMMO) applications** are being registered as soon as possible and the NCC online registers are up to date. There are currently 89 (April 2020) on the register <https://www.norfolk.gov.uk/out-and-about-in-norfolk/public-rights-of-way/register-of-definitive-map-modification-applications> ;
- Discussions initiated about increasing resource to the **Legal Orders and Registers Team**;
- Map statements** can be viewed via the interactive map, which also permits viewing of **cutting contract** routes and for users to directly report faults. <http://maps.norfolk.gov.uk/highways/>. This functionality

has greatly improved the amount of information available to the public, and has been well received by user groups.



Screenshot—online register of Definitive Map Modification Orders

## Theme 6: A Community-led Access Network

### Description of theme

**We will increase the involvement of communities in the development of and care for their local access network, working with parish councils, volunteers and other community organisations. .**

### Challenge

*As public funding reduces, the role of communities in helping to manage their local access becomes more important.*

*The challenge is to support and co-ordinate the large number of people willing to help from user groups and community groups .*

### Target (by 2029)

Provide support for 20 community-based user groups (via training) in the management of the network by 2029 Process DMMOs.

### Statement of Action Objectives (text shortened)

6.1	Support the NLAF	O
6.2	Support user groups manage PROW	S
6.3	Engage communities in projects that improve / manage access	S
6.4	Attract funding for local projects	S
6.5	Work with large scale projects on community access	NS
6.6	Support the development of Pathmakers	O

"I feel working outdoors on a voluntary basis, with other like-minded people is always beneficial I thoroughly enjoyed working with your group" (volunteer)

"I met a lovely new group of people and made some special friends" (volunteer)

"I am sure exercise benefits me" (volunteer)

"I feel much more positive and have made several new friends" (volunteer)

"I feel better exercising. I've made new friends and am healthier physically and mentally" (volunteer)



Volunteer work party and comments (Norfolk Trails)

## Theme 6: *summary of progress October 2019 to March 2020*

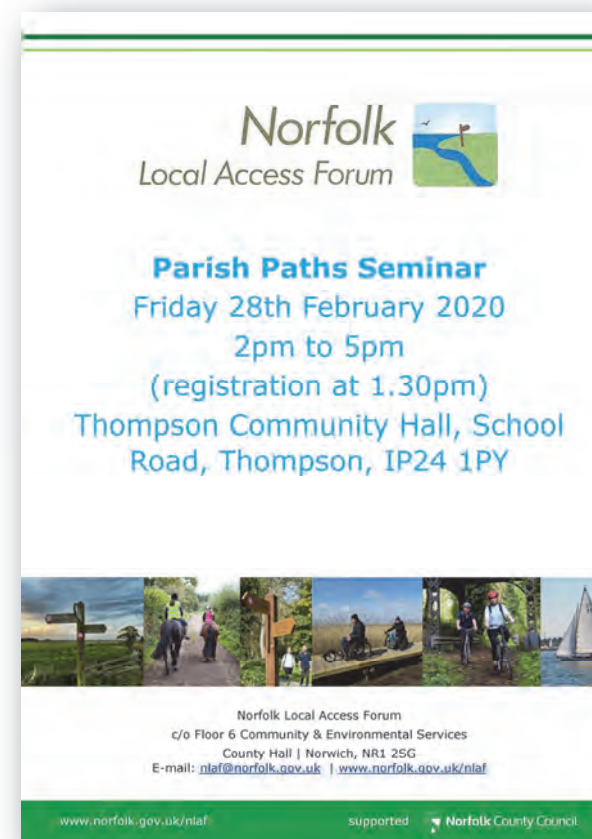
Number of projects / services delivering on this theme	13
Overall theme status	ON SCHEDULE

⇒ 2026—unrecorded Public Rights of Way

Delegates explored what local action could help make Public Rights of Way in their parish easy to use and increase community involvement : the NLAF will use this to inform development of an action plan.

### Highlights

- **Two full NLAF meetings** supported by NCC took place within the reporting period
- **NLAF subgroups' meetings:** Communications; PROW; NAIP ; Vision and Ideas were supported by NCC.
- **Pathmakers “Paving the Way”** project funded by The National Lottery (Heritage Fund) got underway in January, with workshops, training and site visits scheduled to build resilience for the charity and its 7 trustees. A part time co-ordinator has been appointed to facilitate the project activities.
- **Parish Paths seminars** reaching arranged by the NLAF with support from NCC took place: one at Narborough in October, and one at Thompson in February, reaching over 90 parishes in total. The events aimed to increase community involvement with local paths and PROW and included presentations on:
  - ⇒ The NAIP
  - ⇒ NCC reporting process for enquiries about Public Rights of Way
  - ⇒ Permissive paths
  - ⇒ Highlights of local volunteer activity and opportunities to get involved





# Theme 7: An Access Network that Supports / Delivers Health Outcomes

## Description of theme

**We will improve the health and wellbeing of residents and visitors through initiatives which promote and demonstrate the benefits of physical activity to those not currently using the access network or who would benefit from additional physical activity as identified in the Norfolk Public Health Strategy.**

## Challenge

*In Norfolk, unhealthy lifestyles and obesity are estimated to contribute to 23,000 hospital admissions per year. We also face the challenges of an ageing population as there will be more elderly people in Norfolk in the future. If levels of ill health remain the same in the population, this will increase demand on health and social care services.*

*The challenge is to increase numbers of people using the access network to benefit their health and to make improvements to make access easier. .*

## Target (by 2029)

- Liaise with partners to create a baseline in 2019 to monitor activity of people in target groups.
- Increase the number of people from target groups who are active outdoors (e.g. walking and cycling) by 2029 (from 2019 baseline) through funded projects such as SAIL and Pushing Ahead.
- Increase the number or people who say they have improved health from being active outdoors (e.g. walking and cycling) by 2029 (from 2019 baseline) through funded projects such as SAIL and Pushing Ahead.

## Statement of Action Objectives (text shortened)

7.1	Evaluate the health value of the access network	S
7.2	Increase use of the access network for health	S
7.3	Develop active travel	S
7.4	Develop routes for health and to reduce carbon	NS



SAIL 'Easy Ambles' - see next page

## Theme 7: summary of progress October 2019 to March 2020

Number of projects / services delivering on this theme	11
Overall theme status	ON SCHEDULE

### Highlights

- The **Staying Active in Later Life (SAIL)** project which aims to enable older people stay active and independent for longer launched a series of dementia friendly walks called “Easy Ambles” to allow people living with dementia more opportunities to be active. SAIL is a partnership project between Active Norfolk and Norfolk County Council’s Environment Team with support from Public Health and funded by the EU Interreg 2 Seas programme. The walks can be downloaded here: <https://www.activenorfolk.org/dementia-walks>
- SAIL also developed a **toolkit** to provide advice on developing dementia accessible walks which can be downloaded from the link above, or viewed on YouTube <https://youtu.be/04Y-gno0EdM>
- The EU funded **Green Pilgrimage project** partnered by Norfolk County Council <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/our-budget-and-council-tax/our-budget/bids-and-funding-weve-won/outdoor-and-tourism-project-funding/green-pilgrimage-project> reported on methods to measure the economic, social and environmental impact of pilgrimage. NCC Environment Team and UEA developed a visitor survey at Walsingham to better understand how people value walking networks (in this instance, the pilgrim path). The project concluded that to fully understand people’s motivations and the benefits derived from pilgrimage (including welfare value) and the perceived value of access improvements, a new online data collection and analysis tool was needed. This would also include indicators to measure the impact of

pilgrimage on the environment. See the full report for details: <https://www.interregeurope.eu/greenpilgrimage/library/#folder=2246>

- Pushing Ahead** ran a ‘**Wrap up and Get out**’ challenge from January 20th to February 16th. The challenge was run through the BetterPoints app and was a competition for workplaces in Greater Norwich and Great Yarmouth to earn points for active travel to win prizes for themselves and donations for charities of their choice - <https://www.pushingaheadnorfolk.co.uk/workplace-challenge/>
- The **See One, Think Two** campaign was promoted by Pushing Ahead to encourage road users to be watch out for unexpected hazards and dangers, and factor in more time and room when passing cyclists <https://www.pushingaheadnorfolk.co.uk/see-one-think-two/>



SAIL—advice on creating a dementia-friendly walk  
<https://youtu.be/04Y-gno0EdM>

## Theme 8: A valuable access network

### Description of theme

**We will maximise the economic benefits to Norfolk that are generated through the access network by working with businesses, tourism agencies and Destination Management Organisations (DMOs) etc .**

### Challenge

*The Access network is of increasing value to the visitor economy with the environment and walking key attractions and reasons for people coming to Norfolk. However, currently, most visitors come for a day or less and their visitor spend is limited.*

*The challenge is to work with businesses, tourism agencies and local government to maximise visitor spend, ensuring that local businesses are well informed about the potential of the access network. This target must be considered in conjunction with Theme 3 (a well protected access network) to ensure that increased visitor footfall is managed sustainably . .*

### Target (by 2029)

- Increase the number of visitors by 20% in a sustainable way, targeting locations and times of year to maximize the potential to local businesses. It is envisaged that this could generate an extra visitor spend of £2m.
- Evaluation through appropriate studies, e.g. MENE

### Statement of Action Objectives (text shortened)

8.1	Develop links between business and Norfolk Trails	O
8.2	Increase numbers of visitors using Norfolk Trails by 20% by 2029	O
8.3	Develop profiles for those using the access network	NS
8.4	Develop visit itineraries	NS
8.5	Work with the Broads Authority on boat moorings on PROW	NS



Honing station on the Weavers' Way —group of 30 cyclists from Norwich (economic impact)



## Theme 8: *summary of progress October 2019 to March 2020*

Number of projects / services delivering on this theme	6
Overall theme status	ON SCHEDULE

### Highlights

- The **Coastal Treasures** project developed half day tourism workshops to help small businesses make the most of heritage circular walks and cycle rides provided by the project. The workshops covered: Coastal Treasures routes and resources; extending the season; partnerships; accessible tourism; heritage and experiential tourism.
- An eye-catching **schematic Coastal Treasures Walking Map** was created to pinpoint the new routes created through the project. Information and downloads of all the walks created are available on a special page on the NCC Norfolk Trails website: <https://www.norfolk.gov.uk/out-and-about-in-norfolk/norfolk-trails/coastal-treasures/walking-routes>
- PROWAD** Link (Protect and Prosper), an EU project centred on north Norfolk and the Wash and partnered by Norfolk County Council Environment Team ran several **local business workshops** to explore how business can capitalise on the outstanding natural environment whilst supporting the long term protection and management of this internationally important wildlife area. <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/our-budget-and-council-tax/our-budget/bids-and-funding-weve-won/prowad-project>.



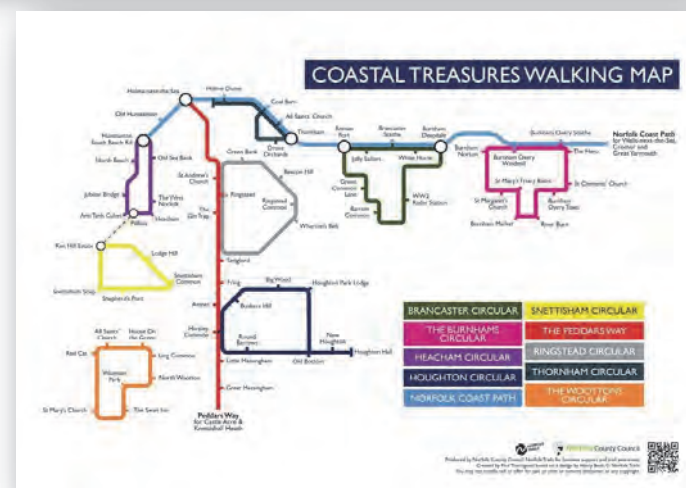
Workshops were themed and facilitated to explore collaborating on new Wash and north Norfolk placed products, including: Dark Skies; Nature Experiences; Food, Gastronomy and Drink.

## COASTAL TREASURES TOURISM WORKSHOPS

FREE small business workshops to learn about the Coastal Treasures project along the north west Norfolk Coast and key issues and developments in the tourism sector

Weds 18th March - Cranmer nr. Fakenham  
Tues 24th March - Thornham  
Weds 25th March - Dersingham 9.30am - 12 noon

More info and booking via the links!





PROJECT ↓ THEME objective description →	THEME 1	THEME 2	THEME 3	THEME 4	THEME 5	THEME 6	THEME 7	THEME 8
Marriott's Way Heritage Trail HLF project. Main outcomes will be improved conservation and interpretation of railway heritage sites on MW, provision of 13 circular walk and cycle routes, new signage and heritage boards, volunteer training for friends groups, app and web content, events programme and schools programme.	x	x	x	x	x	x	x	x
LIFT OFF: European Social Fund LIFT project, supporting rural SMEs to offer work trials doing access audits, to people struggling to find employment.	x			x		x	x	x
Pushing Ahead - a sustainable transport initiative run by Norfolk County Council and backed by the Department of Transport. Pushing Ahead aims to encourage residents in the greater Norwich and Great Yarmouth areas to consider other modes of transport, to switch the car for the bike, jump on a bus, or simply get outside and walk.			x	x		x	x	
Greenways is a feasibility study looking to develop a greenway network across the county. We aim for them to extend across Norfolk and link into the Norfolk Trails network of promoted walking and cycling routes. Greenways offer a safe route for people and animals to travel. Our study is focusing on the particular benefits of health, wellbeing, economy, increased biodiversity, alleviation of congestion and air quality improvements.	x	x	x	x		x	x	
Holkham - This project will improve walking and cycling access infrastructure between the two rural coastal tourism destinations of Wells-next-the-Sea and Holkham	x	x	x	x				

	THEME 1	THEME 2	THEME 3	THEME 4	THEME 5	THEME 6	THEME 7	THEME 8
PROJECT ↓								
Weavers Way - The project will focus principally on revitalising the disused railway line between Aylsham and Stalham.								
- Create stable, level surfaces and reduce water retention via surface improvements works between Aylsham and East Ruston								
- Vegetation clearance								
- Path widening to 2.5m	x	x	x	x				
Improving access on the wherryman's way	x	x						
Improving signage on the wherryman's way	x	x						
Creation of a Coastal Treasures circular routes and leaflet (north west Norfolk)	x			x				x
Manage the National Trail in Norfolk	x							
Manage and develop Norfolk Trails	x	x	x	x	x	x	x	x
Manage the establishment of the England Coast Path in Norfolk	x							
Manage linear woodlands to address the issues associated with ash dieback (ADB) on the Marriott's Way, Bure Valley Way (on behalf of Broadland District Council), Paston Way, Pingo Trail and Weavers' Way (Honing), e.g. inspection; protected species surveys and licencing; landowner liaison; felling etc.	x	x	x					
Great Walking Trails (Discover England project). Promote the Norfolk Coast Path through the project				x				
Green Pilgrimage project			x				x	
SAIL - Staying Active in Later Life				x	x		x	

PROJECT ↓	THEME objective description →							
	THEME 1	THEME 2	THEME 3	THEME 4	THEME 5	THEME 6	THEME 7	THEME 8
Create or improve access (and biodiversity) through opportunities afforded by the planning system. Training will be provided to local planning authorities on PROW and the planning system to try and maximize opportunities.	x	x						
Creating literature (advice for developers, applicants and planning case officers)		x						
Creation of Strategic Settlement and Prow plans (s2p2)	x	x		x				
Provide technical and administrative support for the volunteer members of the NLAF and its 5 subgroups (Public Rights of Way; Permissive Access; Norfolk Access Improvement Plan; Vision and Ideas; Joint NLAF/ Pathmakers Communications) to enable them to undertake their advisory role as effectively as possible.						x		
Engage community and user groups in the development and delivery of projects and events to improve or manage access such as the Traffic regulation orders for the Long Stratton bypass and associated housing.						x		
Geovation/Community Friends Walks: A pilot study of the potential for technology and apps to improve activity levels in specific groups adjoining Marriott's Way, funded by the Ordnance Survey.			x	x	x	x	x	x
Manage signage	x							
Manage Path surfaces	x							
Manage the enforcement policy	x							
Address access related faults and enquiries	x							
Investigation and management of Definitive Map and Statement modification applications under the Wildlife and Countryside Act 1981	x				x			

	THEME 1	THEME 2	THEME 3	THEME 4	THEME 5	THEME 6	THEME 7	THEME 8
PROJECT ↓								
Investigation and management of dedication agreements under the Highways Act 1980	x				x			
Update paper and digital records as a result of modification applications, dedication agreements and public path orders.	x				x			
Norfolk County Council, in partnership with Norwich City Council, Broadland District Council and South Norfolk Council, has made an application to the Department for Transport (DfT) as part of the Transforming Cities Fund. The fund aims to make it easier for people to access jobs, training and retail, and also aims to respond to issues around air quality		x	x				x	
Improving signage on the Fen rivers way	x		x					
Creation of a new National Trail leaflet for users	x		x	x			x	x
Delivery of Walking and Cycling Festival during October 2019 (Norfolkwide)				x				
Delivery of access improvements in the Aylsham area (Marriotts Way)	x							
Delivery of access improvements on Marriotts way between Drayton and Norwich (Marriotts Way)	x							
Delivery of access improvements in the Great Yarmouth area (Wherrymans and Angles Way)	x	x						
Deliver new linear and circular walks targetted on growth areas that link with the National Trail in Norfolk		x						
Manage linear woodlands (general issues - i.e. not ADB related) on the Norfolk Coast Path National Trail, Marriott's Way, Weavers' Way, Bure Valley Way, Paston Way and Pingo Trail.	x	x	x					
Parish Paths Seminars - develop a programme to encourage greater involvement with Public Rights of Way and their maintenance	x			x		x		

PROJECT ↓	THEME objective description →							
	THEME 1	THEME 2	THEME 3	THEME 4	THEME 5	THEME 6	THEME 7	THEME 8
Support the Norfolk Local Access Forum and its subgroups (administrative support for volunteer members)						X		
Develop a communications plan for NLAF/ Pathmakers (joint plan)			X					
Prepare an annual report on NLAF/Pathmakers activities						X		
Support Pathmakers (the Norfolk Local Access Forum's charity) in its work to develop community access projects. Assist with administration for the trustees' meetings; with funding applications						X		
Attract funding for NAIP priority local access projects						X		
LCWIP								



The NAIP is supported by:



Community & Environmental Services

**Norfolk County Council**

Floor 6 County Hall | Martineau Lane | Norwich | NR1 2SG

Tel. (01603) 222773

E: [environment@norfolk.gov.uk](mailto:environment@norfolk.gov.uk)

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



**Norfolk Local Access Forum**  
**Minutes of the Meeting Held on 07 October 2020**  
**at 10.30am via Microsoft Teams**

**Member:**

Martin Sullivan - Chairman  
Chris Allhusen  
Andy Brazil  
Elizabeth Meath Baker  
Mike Edwards  
Simon Fowler  
Ken Hawkins – Vice-Chairman  
David Hissey

**Representing:**

Motorised Vehicles / Pathmakers  
Land Ownership  
Voluntary sector  
Rural / local business / economy  
Land Ownership  
Walking / Pathmakers  
Walking  
Cycling

**Officers Present:**

Sarah Abercrombie	Green Infrastructure Team Leader (Projects)
Mike Auger	Projects Manager.
Su Waldron	Project Officer (Environment Team)
Jason Moore	Area Manager (West)
John Jones	Head of Environment
Nicola Ledain	Committee Services Officer, Strategy and Governance Department, NCC

**Broads Authority**

Lewis Treloar  
Ella Meecham

**1. Apologies for Absence**

- 1.1 Apologies had been received from Cllr Andrew Jamieson, Cllr Danny Douglas, Donna Gibling, Suzanne Longe, Bethan Edmunds, Louise Rout and Paul Rudkin.  
Technical difficulties meant that Brigid Fairman and Vic Cocker were unable to attend.

**2. Election of Chair**

- 2.1 Martin Sullivan was duly elected for the ensuing year.

**3. Election of vice-Chair**

- 3.1 Ken Hawkins was duly elected for the ensuing year.

**4. Chairman's Announcements**

- 4.1 The Chairman reported that Geoff Doggett had tendered his resignation from the NLAF. Members wished him well and thanked him for all his hard work and contribution to the NLAF.

- 4.2** A constitutional review was underway for the NLAF and this would be discussed at the January meeting.
- 4.3** A table of consultations received and responded to by the NLAF available to view on the NLAF SharePoint site  
[https://norfolkcounty.sharepoint.com/sites/Norfolk\\_Local\\_Access\\_Forum](https://norfolkcounty.sharepoint.com/sites/Norfolk_Local_Access_Forum) to which all NLAF members have access.
- 5. Minutes of the last meeting**
- 5.1 The minutes of the meeting held on 22 January 2020 were confirmed as a true record and signed by the Chair.
- 6. Declarations of Interest**
- 6.1 There were no interests declared.
- 7. Urgent Business**
- 7.1 There was no urgent business.
- 8. Public Question Time**
- 8.1 No public questions were received.
- 9. Local member Issues / Questions**
- 9.1 There were no member questions received.
- 10. Feedback from Events**
- 10.1 Martin Sullivan and Ken Hawkins had attended 2 meetings of the Broads Local Access Forum held virtually.
- 10.2 Martin Sullivan and Ken Hawkins had attended a Regional LAF meeting in July and contributed to discussions on access elements of the Environmental Land Management System (ELMS) presented by Natural England, and the review of “at grade” crossings being conducted by Highways England.
- 11. NLAF Subgroups’ report (Permissive Access; PROW; NAIP; Vision and Ideas; Joint Communications)**
- 11.1 The NLAF received two annexed reports (11) (PROW subgroup and NAIP subgroup) which set out the latest discussions and recommendations of the sub-groups of the NLAF.
- 11.2 The PROW subgroup had continued to meet virtually throughout COVID lockdown with meetings held on June 15<sup>th</sup> and September 7<sup>th</sup> (a meeting on 14<sup>th</sup> March was held in person).

- 11.3 The NAIP subgroup had also met twice virtually during COVID lockdown, with a meeting on September 10<sup>th</sup> (a meeting on 14<sup>th</sup> March was held in person).
- 11.4 The Vision and Ideas group had met virtually on 20<sup>th</sup> July 2020 (a meeting on February 18<sup>th</sup> was held in person)
- 11.5 The Parish Paths Seminars and report were discussed. The NLAF AGREED that actions of most help to Parish Councils and volunteers (and hence to the access network) identified by the seminars, were
- for parishes to join forces with a neighbouring parish to tackle PRow issues;
  - incentivise use of local paths by the younger generation;
  - provide information about PRow and suitability for different users;
  - appoint a footpath warden..
- 11.6 The NLAF discussed if there was any statistics about how many footpath wardens currently existed in parishes. Although there might be some statistics, it was probable that they were out of date and would need refreshing
- 11.7 It was suggested that there could be some literature or training for footpath wardens or if there was some already in existence and that the Norfolk Association of Local Councils (NALC) might be a good way to engage with parishes on the subject.
- 11.8 The NAIP subgroup has received three monitoring reports from NCC reviewing progress with the Norfolk Access Improvement Plan.

The subgroup reported overall satisfaction with actions to improve access, but highlighted 4 specific recommendations for action by NCC, which were:

- More resource for handling Definitive Map Modification Orders (DMMOs)
- More resource for enforcement action to re-instate footpaths
- A mechanism to quantify PRow usage and hence estimate their contribution to Norfolk's economy and people's health
- Better public transport to connect PRow and Norfolk Trails to communities.

The group were keen to promote the existence of the NAIP document more widely and agreed to hold their next meeting with the Communications Group members, to work on a strategy to do this.

These recommendations were AGREED.

- 11.9 The NLAF RESOLVED to:
- Ask the Forestry Commission if it plans to take more land out of tree production in the Thetford Forest area.
  - Write to NCC expressing strong concerns about the lack of recognition of the amenity value of an area at Shouldham Warren identified for minerals extraction, and object to any proposed development in the area.
  - Approve and implement the revised protocol for commenting on Major Infrastructure Projects and planning applications (Nationally Significant Infrastructure Projects – NSIPs) which have potential implications for the access network.

- Request that a notice period of 6 months should be given of closures to rights of way affected by the laying of power cables (e.g. by Vattenfall), especially if there are more than minor diversions planned.
- Request that NCC safeguards or increases the very modest budget(s) allocated to the access network.

## 12. Pathmakers Projects

- 12.1 The NLAF received the annexed report (12) which updated the Forum on the activities of the Pathmakers:
- Sarah Abercrombie had become a Pathmakers trustee
  - HLF funding had been sought for an access project
- 12.2 The NLAF **AGREED**;
- To note the progress to date and to approve appointment of Sarah Abercrombie to the trustee board

## 13. Widening the Reach of the NLAF

- 13.1 The Forum received the annexed (13) report which summarised the identified actions in response to the recommendations of an earlier commissioned report; *Widening the reach of the Norfolk Local Access Forum*.
- 13.2 The recommendations from the report would be emailed to all NLAF members for any thoughts and a response was required by 7 November 2020.
- 13.3 The NLAF **AGREED** that a firm set of recommendations will be prepared and brought to the January 2021 NLAF.

## 14. 25 Year Plan for the Environment

- 14.1 The Forum received the annexed report (14) that provided an update to the joint working of Norfolk County Council and Suffolk County Council to drive development of a 25 Year Plan for the Environment for Norfolk and Suffolk. The Plan was a regional response to the Government's own 25 Year Environment Plan – 'A Green Future' which set out how the environment would be improved within a generation.
- 14.2 John Jones (Head of Environment at NCC) explained the work in more detail, which has included production of a Compendium of Natural Capital Assets by partners at UEA. This is an inventory of six categories of natural asset: land; soil; habitats and species; freshwater; coast and marine; and atmosphere; along with the current and future risks to these assets.
- 14.3 A Steering group of partners led by Norfolk and Suffolk County Councils is now working on next steps which will see the Compendium used as a springboard for practical action across the region. Connecting people with the environment is a key way to improve health and wellbeing, reducing stress, fatigue, anxiety and depression and we are very fortunate to have accessible natural spaces in our counties, mostly free to enter, and our extensive public rights of way network
- 14.4 John Jones offered to talk further with NLAF members about the Plan if they wished.

- 14.5 The NLAF **NOTED** work in progress to establish a 25 Year Plan for the Environment for Norfolk and Suffolk.

## **15. Water, Mills and Marshes**

- 15.1 The Forum received the annexed report (15) which updated the NLAF on work to create a Mills Trail at Halvergate.

A presentation was given by Ella Meecham of the Broads Authority.

The Trail will allow people to get close to the mills and learn about heritage that is being restored. A 2<sup>nd</sup> Broads Mills Trail is nearer to Burgh Castle and follows the Waveney. Routes will be waymarked and have interpretation. Improved access would allow more people to enjoy the Trails.

- 15.2 The NLAF were pleased to see permissive routes as part of the project and were very interested in the agreements secured with landowners (over permissive access) and ongoing maintenance of the route. Lewis Treloar said that maintenance was being picked up by the Broads Authority where the parish was unable to do so.
- 15.3 The Halvergate route of 8.5 miles would incorporate all mills.
- 15.4 The NLAF **NOTED** work ongoing by the Broads Authority to develop countryside access through a Mills Trail and thanked Ella Meecham for her presentation.

## **16. Countryside Access Arrangements update**

- 16.1 The Forum received the annexed report (16) which highlighted this work in terms of the volumes of customer queries received and responded to. The paper also highlights other key areas of work including a new cutting contract, now managed jointly for Highways and Norfolk Trails.
- 16.2 The report would be looked through in more detail at the PROW sub-group before the next NLAF meeting.
- 16.3 The NLAF **NOTED** the progress made to date since the Countryside Access Officer posts were introduced.

## **17. NCC Member Walking and Cycling Champion update**

- 17.1 The Forum received the annexed report (17) which provided a summary of the key walking and cycling projects relevant to the Local Access Forum.
- 17.2 It was hoped that at the next meeting, the Champion would be able to attend to talk through some objectives for 2021/22 and 2022/23 and how they were aligned with the NAIP.
- 17.3 The NLAF **NOTED** the progress of the walking and cycling projects as outlined in the report.

## **18. Major Infrastructure Projects and Planning**

- 18.1 The Forum received the annexed report (18) which updated them on the major infrastructure projects that were currently underway in the County which impacted on Public Rights of Way.
- 18.2 The NLAF **NOTED** the table of major infrastructure projects in Norfolk.

## **19. Meetings Forward Plan**

- 19.1 The NLAF received the annexed report (19) which outlined agenda items for the forthcoming meetings.
- 19.2 The NLAF **NOTED** the forward plan.

The meeting closed at 12.10 pm

**Martin Sullivan, Chairman,  
Norfolk Local Access Forum**



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# Infrastructure and Development Select Committee

## Item No. 11

<b>Report title:</b>	<b>Forward Work Programme</b>
<b>Date of meeting:</b>	<b>28 January 2021</b>
<b>Responsible Cabinet Member:</b>	<b>N/A</b>
<b>Responsible Director:</b>	<b>Tom McCabe (Executive Director, Community and Environmental Services)</b>
<b>Executive Summary</b> This report sets out the Forward Work Programme for the Committee to enable the Committee to review and shape it.	
<b>Action required</b> <b>1. To review and agree the Forward Work Programme for the Select Committee</b>	

### **1. Forward Work Programme**

- 1.1. The existing Forward Work Programme for the Select Committee is set out in Appendix A, for the Committee to use to shape future meeting agendas and items for consideration.

### **2. Member Task and Finish Groups**

- 2.1. At the meeting in May 2019, the Select Committee agreed that, to help ensure a manageable workload, there will be no more than two Member Task and Finish Groups operating at any one time. There is currently one Task and Finish Group: -

- **Local Transport Plan** - Cllr Graham Middleton (Chairman), Cllr Tony White, Cllr Brian Watkins and Cllr Danny Douglas. The terms of reference for this group were approved by the Select Committee in September 2019.

### **3. Financial Implications**

- 3.1. None

### **4. Resource Implications**

- 4.1. **Staff:** None.

4.2. **Property:** None.

4.3. **IT:** None.

## **5. Other Implications**

5.1. **Legal Implications:** None.

5.2. **Human Rights implications:** None.

5.3. **Equality Impact Assessment (EqIA):** N/A.

5.4. **Health and Safety implications:** N/A

5.5. **Sustainability implications:** N/A

5.6. **Any other implications:** None.

## **6. Actions required**

1. To review and agree the Forward Work Programme for the Select Committee.

## **7. Background Papers**

7.1. None

### **Officer Contact**

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

**Officer name:** Sarah Rhoden

**Tel No.:** 01603 222867

**Email address:** [Sarah.rhoden@norfolk.gov.uk](mailto:Sarah.rhoden@norfolk.gov.uk)



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## Infrastructure and Development Select Committee – Forward Work Programme

Report title	Reason for report
<b>Meeting: 17 March 2021</b>	
Local Transport Plan strategy	To receive feedback and recommendations from the Member Working Group and to review and consider the emerging Local Transport Plan implementation plan
Trading Standards Service Plan	To review and consider the policy elements of the service plan.
Wildflower planting	To consider a report on wildflower planting.
Apprenticeships strategy and action plan	To review and consider the new strategy and action plan.
Forward Work Programme	To review and agree the Forward Work Programme for the Select Committee.
<b>Meeting: May 2021</b>	
Safe, Sustainable Development	A guidance framework for Local Highway Authority requirements in Development Management
Local Service Strategy	To consider the Strategy
Policy and Strategy Framework – annual report	To enable the Select Committee to understand the relevant Policies and Strategies for the relevant services.
Highway and Transport Network Performance	To consider the performance of the network and identify any priorities to be considered as part of the annual review of the Transport Asset Management Plan (TAMP) in the light of this performance.
Performance of key highways contracts	To review the performance of key contracts for the highways service, including customer service.
Forward Work Programme and Select Committee Annual Report	To review and agree the Forward Work Programme for the Select Committee.

### Regular reports

Regular items	Frequency	Requested committee action (if known)
Policy and Strategy Framework – annual report	Annually - May	To enable the Select Committee to understand the relevant Policies and Strategies for the relevant services.
Highway and Transport Network Performance	Annually - May	To consider the performance of the network and identify any priorities to be considered as part of the annual review of the Transport Asset Management Plan (TAMP) in the light of this performance.
Performance of key highways contracts	Annually - May	To review the performance of key contracts for the highways service, including customer service.

<b>Regular items</b>	<b>Frequency</b>	<b>Requested committee action (if known)</b>
Transport Asset Management Plan (TAMP)	Annually - November	To consider proposed amendments/updates for the TAMP
Forward Work Programme	Every meeting	To review and agree the Forward Work Programme for the Select Committee.
CES Enforcement Policy – Annual review	Annually – September/ November	To review any proposed changes to the policy.
Trading Standards Service Plan	Annually – March	To review and consider the policy elements of the service plan.